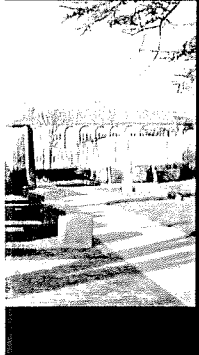




Exhibit D

April 24, 2006

# Proposal for the City of Lodi General Plan Update and EIR



Oaks Dr., Ste 150  
95833



RECEIVED  
APR 24 2006  
COMMUNITY DEVELOPMENT DEPT.  
CITY OF LODI

April 24, 2006

Mr. Randy Hatch  
Community Development Director  
City of Lodi  
221 West Pine Street  
Lodi, CA 95241-1910

**Subject: Proposal for the City of Lodi General Plan Update and EIR**

Dear Mr. Hatch:

URS Corporation (URS) is pleased to submit our proposal for the preparation of the City of Lodi (City) General Plan Update. This supplements the Statement of Qualifications (SOQ) submitted to the City in February 2006 that provided an overview of the experience of our Team in land use and environmental planning. Our SOQ and this proposal demonstrate the following significant benefits URS brings to the City of Lodi.

**Demonstrated Performance** – We have demonstrated quality performance through our successful completion of other land use planning documents throughout California, including general plans and specific plans.

**In-House Resources** – We will use our own experienced land use/environmental planners, biologists, archaeologists, and noise, air quality, geographic information system (GIS), and public outreach specialists. These internal resources will preclude any heavy reliance on subconsultants. Therefore, we can proceed with the General Plan process in a more timely and efficient manner. We will be supplementing our Team with Doug Svensson of Applied Development Economics, Mark Brodeur of Downtown Solutions, Michael Notestine of Mogavero Notestine Associates, Al Warot of Wildan Associates, and Julie Morgan of Fehr and Peers, assisting in specific roles.

**Respond to Local Needs** - Our Team will take a very hands-on, personal approach to the General Plan Update. We will work closely with City staff to implement the work program for the General Plan Update so that we can respond to local issues and priorities.

**Cost Effective** – The URS team will work closely with the City to effectively meet project objectives through regular re-evaluation of the scope and budget. We will review the project scope at project initiation and quarterly thereafter to evaluate whether the defined project meets City needs.

URS Corporation  
Crown Corporate Center  
2870 Gateway Oaks Drive, Suite 150  
Sacramento, CA 95833  
Tel: 916.679.2000  
Fax: 916.679.2900



Mr. Hatch  
City of Lodi  
April 24, 2006

Page 2

As presented in the RFP, a traffic model will be prepared during the General Plan Update process; the General Plan consultant will be required to use this model. According to Julie Morgan of Fehr and Peers, a proposal for a Citywide Traffic Model was submitted separately by Fehr and Peers on March 15, 2006. Therefore, that proposal has not been included with this submittal.

As indicated in our enclosed General Plan Update proposal, Fehr and Peers has provided URS with a separate scope for preparing the circulation tasks necessary for the General Plan and EIR that will incorporate information from the traffic model. It is unclear whether the City is requiring the circulation tasks to be performed by Fehr and Peers. Therefore, we decided to include the Fehr and Peers scope and cost estimate in this proposal. In the event that the City is not satisfied with the scope or cost estimate that Fehr and Peers submitted to us for their General Plan tasks (see Table 3.1 of the proposal), URS will renegotiate tasks and costs with the City in using our in-house technical resources or an alternative subconsultant to prepare these tasks.

We look forward to having the opportunity to work with you on this important planning effort. Together, we can develop a plan for successful and vibrant city growth. If you have any questions or would like additional information, please do not hesitate to contact me at (916) 679-2207.

Sincerely,

**URS Corporation**

A handwritten signature in black ink, appearing to read "Joe A. Trapasso", is written over a horizontal line.

Joe A. Trapasso  
Vice President, Environmental/Planning Division Manager

Attachment: Proposal

cc: Brian Smith, URS  
Jeff Rice, URS  
Nick Trifiro, URS  
Proposal file



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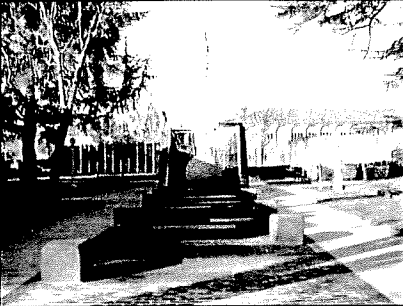
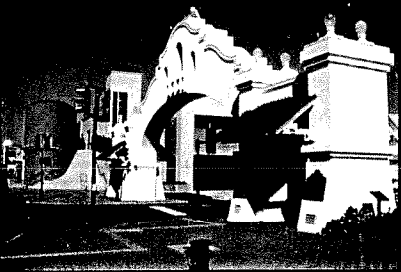
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**URS**

## Section 1.0 – Project Management





## 1.0 CONSULTING TEAM

The URS Consulting Team's (Team) comprehensive approach will allow City leaders to identify, address, and respond to the public and stakeholders during the General Plan update process. Our Team will use extensive analysis of existing conditions to balance the community's needs for future urban development and the preservation of agricultural land. Working with the City staff, we will be able to create an interactive process that reflects the community's values, while planning for sustainability, resource conservation, and fiscal responsibility.

### Benefits of Selecting the URS Team

We understand that the City of Lodi is reviewing proposals from other qualified planning consultants. Why should the City select our Team for this important project? Our Team offers numerous advantages that will ensure the best value and product for the City.

- **In-House Resources.** Because of the firm's multidisciplinary nature, URS can assemble a technical project team with extensive knowledge and experience. URS has over 250 local staff in Sacramento and 1,000 in northern California. For the City of Lodi General Plan, URS will use our own experienced land use/environmental planners, biologists, archaeologists, and noise, air quality, geographic information system (GIS), and public outreach specialists. These internal resources will preclude any a heavy reliance on subconsultants. Therefore, we can proceed with the General Plan process in a more timely and efficient way and successfully address the range of issues facing the community, such as the compatibility of land uses, the protection of viticulture, and the safety and quality of life for residents and businesses.

URS is in the process of concluding several of our General Plan projects, and we will have technical staff readily available to serve the City of Lodi's General Plan needs.

- **Relevant URS Team Experience.** We have assembled a multidisciplinary team of experienced, committed professionals that we are sure will more than meet the City's expectations. The Team we have assembled brings to this project deep expertise in general planning, planning and land use law, transportation, infrastructure, environmental resources, economic development, community design, and community outreach. The Team will draw on our extensive experience in other communities throughout the region and the state to provide a range of innovative planning solutions based on state-of-the-art planning practice. We will engage the City in discussions of innovative approaches.

We will commit our most experienced staff and amplify their capabilities with specialized subconsultants. URS has worked successfully with these subconsultants on various general plan projects in the past. Our Team and the roles each firm will play in supporting the City of Lodi General Plan Update are summarized hereafter.

- **URS.** URS will be the prime consultant to the City of Lodi. URS will be responsible for overall project management and coordination with Team subconsultants. We also will be responsible for the land use planning, environmental planning, public outreach, and GIS tasks for the General Plan. The firm's close working relationship with the subconsultants on this





Team on past projects will serve as a valuable asset in maintaining excellent communication and coordination throughout the General Plan process. Furthermore, our experience in managing General Plans for other relatively small communities in the valley, such as the Cities of Merced and Selma, will serve as a valuable benefit to the City of Lodi.

- **Fehr & Peers.** Fehr & Peers, with its current work in transportation planning for Lodi, will prepare the traffic model (Fehr & Peers has submitted this proposal separately to the City) and incorporate the necessary information into the transportation element of the General Plan.
  - **Downtown Solutions.** Downtown Solutions will bring its extensive experience in downtown preservation and revitalization to the Team to prepare the Downtown Vision Element and Community Design Element for the General Plan. (These are optional Elements that the City may choose to proceed with for the General Plan Update). Downtown Solutions will work with URS and Fehr & Peers in the preparation of the land-use and circulation diagrams for the General Plan Update.
  - **Mogavero Notestine Associates.** Mogavero Notestine Associates will bring its unique blend of urban design, planning, architecture, and public outreach experience for small communities, such as Live Oak, Newcastle, and Yuba City, to assist URS in the public participation tasks for the General Plan Update.
  - **Willdan Associates.** Willdan Associates will bring its experience and knowledge in assisting over 600 public agencies in infrastructure planning and financing to Lodi for the preparation of the stormwater, water, and wastewater sections of the General Plan.
  - **Applied Development Economics (ADE).** ADE will bring its experience in economic development to prepare an economic analysis of the wine industry in Lodi. The main focus of this effort will be to address how the General Plan can contribute to the future enhancement of the local wine industry.
- **Respond to Local Needs.** Our Team takes a very hands-on, personal approach to our projects. We work closely with our clients to develop and implement tailored work programs that respond to local issues and priorities. We will develop detailed work programs for this 2-year General Plan based on innovative approaches. Our Team will work closely with City staff to discuss the issues and goals identified and the Vision Statement to be crafted. The General Plan Update that will be drafted will be the Lodi General Plan, not a plan taken off the shelf or based on another community's planning efforts. The General Plan will be unique to Lodi, ensuring Lodi's vision of the future that will spur the community to work toward its implementation.

### **Project Management Approach**

The key to the success of the General Plan update is project management. We will coordinate input from the City Council, Planning Commission, City staff, the Citizens Advisory Committee and other community stakeholders and facilitate and synthesize information from the multidisciplinary team. URS brings to the City of Lodi strong project management skills coupled with the communication skills necessary to interface with all stakeholders as we work together to build consensus. The General Plan Update will require a multidisciplinary approach to balance and



optimize the project objectives. Managed successfully, the project will not only address community goals but also serve as a policy document reflecting stakeholder cooperation on seemingly conflicting issues.

URS will approach project management in two ways. First, the URS Team must work with diverse stakeholders to set General Plan program project parameters. We will use that information as the foundation in preparing, and implementing the resulting plan. This will be done through direct coordination with City staff in identifying the stakeholders and conducting the appropriate meetings and workshops that will achieve the following goals:

- Establish project objectives, identify issues, and explore commonalities between participants;
- Develop preferred solutions and/or approaches that maximize success.; and
- Lead to plan options and a preferred alternative.

Second, the URS Team must take the project objectives established at the outset and determine, through expertise, past experience, and technical research how best to help the City of Lodi integrate design with the natural and built environment.

### **Key Personnel**

The URS team will be coordinated by an experienced, hands-on Project Manager, Mr. Jeffery Rice, AICP, and a Deputy Project Manager, Mr. Nick Trifiro, AICP. Mr. Rice and Mr. Trifiro will be supported by a local team of professionals (see Figure 1-1, Organizational Chart) with experience in all aspects of General Plan Updates. The qualification of our key personnel are discussed hereafter, and full resumes of all our proposed staff are included in Appendix A of the proposal.

#### ***Joe Trapasso – Principal-in-Charge***

Mr. Trapasso will be the URS Principal in Charge for the Lodi General Plan Update. His responsibilities will include ensuring that staffing throughout the General Plan Update process is more than adequate to meet the City's needs. Mr. Trapasso will also ensure proper adherence to the URS quality control procedures for all deliverables on the project so that the City is fully satisfied with the updated General Plan.

Mr. Trapasso is the Environmental/Planning Division Manager for URS' Sacramento Office. Most of his 30 years of technical and management experience has been related to California environmental and regulatory permitting issues. He has served as Program Manager or Project Director on studies for industry and government, many of which have included environmental assessments involving the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA), regulatory review and preparation of permits for proposed and modified facilities, regulatory impact assessments, water and air quality planning, environmental audits, storm water pollution prevention, control strategy development, health risk assessments, air toxic evaluations, state implementation plan (SIP) assistance, and design and construction management. Currently, Mr. Trapasso is serving as the Principal in Charge of the preparation of the General Plan Update and EIR for the City of Merced.

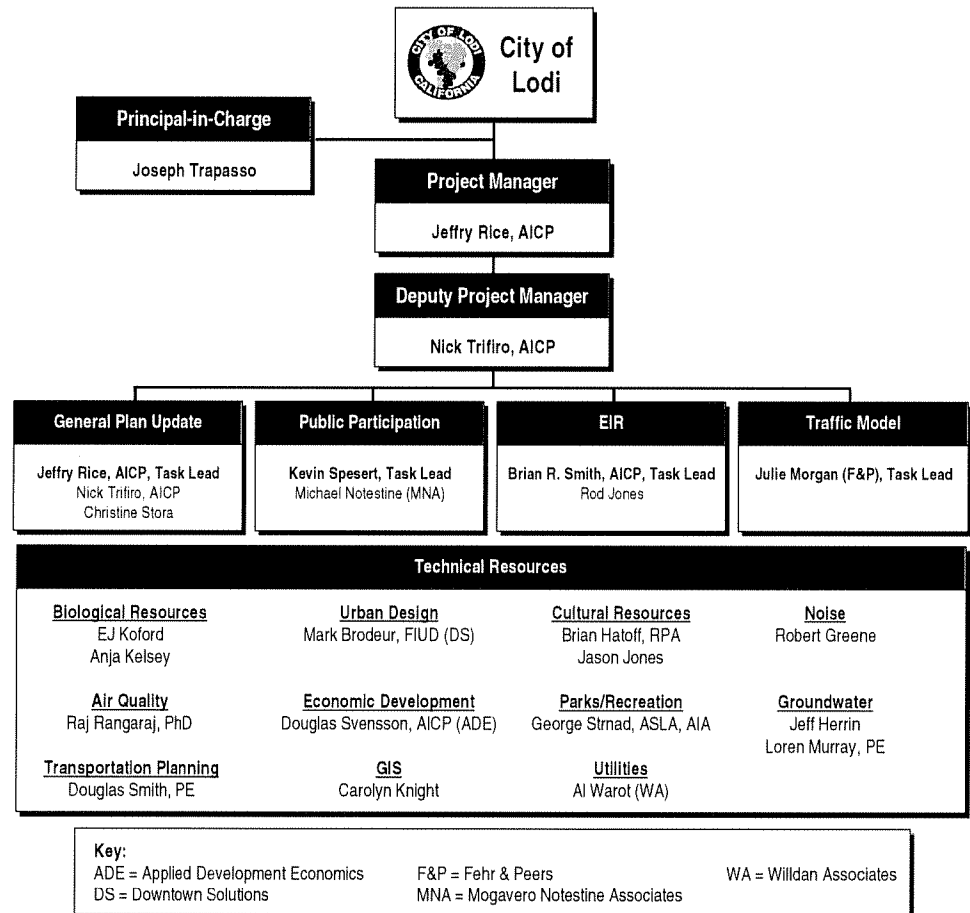


Figure 1-1. Organization Chart

### Jeffrey Rice, AICP – Project Manager / General Plan Update Task Lead

Mr. Rice will be the overall Project Manager for the project. Mr. Rice will be responsible for managing the contract, schedule, and budget and for providing technical leadership for the General Plan Update.

Mr. Rice has a total of 25 years of experience as a planning and environmental professional. He has worked extensively in the public sector and for local government in California. As a result, he is versed in planning, land use, and environmental compliance in California. His strengths in land-use planning and design, Specific Plans, General Plans, zoning codes, design standards, and CEQA can be applied throughout the course of this General Plan Update.

### Nick Trifiro, AICP – Deputy Project Manager

As the Deputy Project Manager, Mr. Trifiro will be in continuous contact with City staff to ensure that General Plan needs are met on a day-to-day basis. Mr. Trifiro will coordinate closely with Mr. Rice and will assume project management responsibilities should Mr. Rice be unavailable. He will work with Mr. Rice in assigning tasks to key staff members and maintaining contact with subconsultants to stay informed of their progress.

Mr. Trifiro has over 10 years of experience in the preparation of General Plans, Specific Plans, Initial Studies, and Environmental Impact Reports/Environmental



Impact Statements (EIRs/EISs) for planning projects. His involvement in numerous General Plan updates, including General Plan updates for the Cities of Lincoln, Merced, Tulare, and Woodland and the Counties of Lake and Tulare, have provided him with the depth of experience necessary to oversee the General Plan process for the City of Lodi, while remaining involved in the preparation of the necessary reports for the project.

### ***Kevin Spesert – Public Participation Task Lead***

Mr. Spesert will be the task leader for the public outreach portion of the General Plan Update. Mr. Spesert will oversee all public outreach tasks that URS will perform with Mogavero Notestine Associates, including meeting preparation and attendance, and newsletter preparation, and media coordination.

Mr. Spesert has extensive experience in the field of governmental affairs and community relations at the federal, state and local levels. Mr. Spesert is currently managing the Governmental Affairs operations of the Sacramento URS office in addition to providing public affairs support to several URS clients. Active in municipal government, Mr. Spesert is currently a Planning Commissioner for the City of Woodland where he helps to develop municipal land use and growth management planning for a city of 50,000 residents. As a Planning Commissioner, Mr. Spesert has taken a leadership role in the development of regional policies for wastewater/stormwater treatment, infrastructure development and growth management.

### ***Brian Smith, AICP – EIR Task Lead***

As the task leader for the preparation of the General Plan update EIR, Mr. Smith will be responsible for providing technical oversight and coordination of staff assigned to preparing the EIR.

Mr. Smith serves as the Director of Planning for the firm's Santa Ana office. He has responsibility for a variety of urban, regional, and environmental planning assignments throughout the Central Valley. Mr. Smith is currently managing the Merced General Plan and the Dominion Annexation EIR for the City of Merced. His CEQA expertise includes large-scale land-development projects, including those involving Specific Plans and Master EIRs. He also has had extensive experience as a planner for the public sector, which will prove to be a valuable asset for the City of Lodi General Plan Update.

### ***Julie Morgan – Traffic Model Task Lead***

Ms. Morgan will be responsible for coordinating the preparation of the Circulation Element and the associated EIR section for the General Plan, which will incorporate information from the City-wide traffic model.

Ms. Morgan has extensive experience in the preparation of transportation impact sections of environmental documents for projects ranging from large-scale residential and office/industrial developments to highway improvement projects. She has also assisted in developing innovative modeling tools (INDEX, Smart Growth INDEX) for the Environmental Protection Agency and regional planning organizations to evaluate transportation effects of proposed growth policies.



## Section 2.0 – Scope of Work



**URS**





## 2.0 SCOPE OF WORK

### 2.1 Introduction

This Section will discuss our Team's approach for completing the following scope of work components:

- Community Participation Program (Section 2.2)
- General Plan (Section 2.3)
- General Plan EIR (Section 2.4)
- Optional Tasks (Section 2.5)

As a result of each of these components, the following will be achieved for the City of Lodi and its residents.

Informed Public

Involved Public

Plan Acceptance

Successful Implementation

**Informed and Involved Public.** The most effective General Plans are those that keep local officials, staff, and citizens informed and involved throughout the General Plan process. The result is plans and designs that reflect community values and widespread community support (an essential ingredient for successful implementation). Our Team includes highly experienced professional planners and community outreach and participation specialists. As a result of our community outreach effort, the General Plan Update will articulate the community's vision for its future, creating a cohesive relationship between community values and actual General Plan policies.

**Plan Acceptance.** URS knows from experience that keeping the City staff and public engaged throughout the General Plan process will ensure that it becomes a plan that is well-accepted by the community. The continuous coordination with the community and City staff through public workshops and staff meetings during each phase of the General Plan will ensure that there are no surprises along the way.

**Successful Implementation.** URS knows that Lodi looks for explicit links to implementation mechanisms. Priority implementation programs and an "action plan" for near-term priorities for the City will strengthen the General Plan. We will include specific, recommended implementation programs to help guide the City to achieve the vision expressed in the General Plan. The General Plan will be well written, presented in a pleasing format, and designed for ease of use by City staff and officials. It will be used, rather than sitting on a bookshelf.

### 2.2 Community Participation Program

We understand that this General Plan Update must achieve an inclusive process for community involvement yet remain cost-effective and time efficient. As part of the community participation program, the following components will be included in the General Plan Update process:

- Public Participation and Information
- Citizens Advisory Committee Meetings
- Stakeholder Meetings





- Public Workshops
- Public Hearing Process

These components are described in greater detail hereafter.

### **Public Participation and Information**

The following task will be performed to encourage public participation and provide information on the project and its status throughout the General Plan Update.

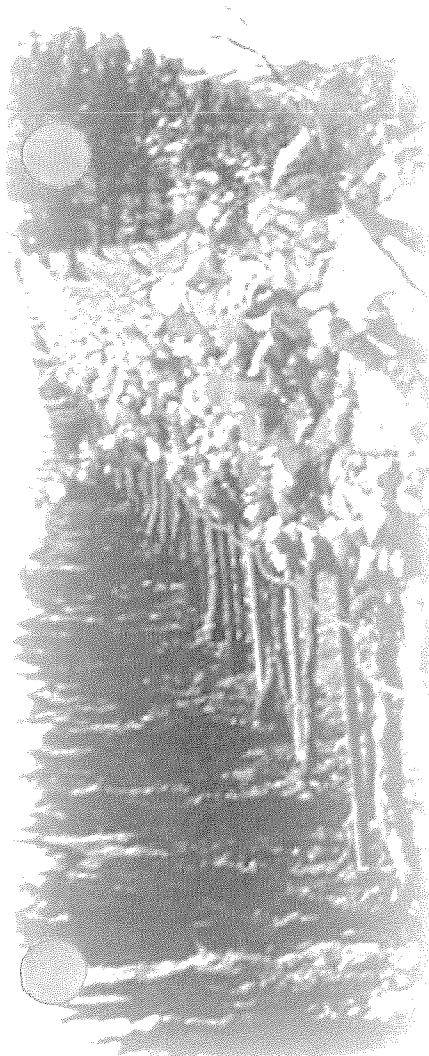
**General Plan Documents for City Web Site.** The placement of the General Plan documents on the City Web site is a simple and cost-effective way to make the General Plan and its components available for public review. This also provides a method to gain public feedback. As part of this project, the Team will make the following documents available for the Web site:

- Background Report
- Alternatives Report
- General Plan
- General Plan EIR
- Newsletters

**City PowerPoint Presentation.** The Team will develop a PowerPoint presentation combining text, photographs, and illustrations that will provide an overview of the General Plan Update program and issues to be addressed in the General Plan. This presentation will be used and updated during the General Plan program and will be used during workshops with neighborhood groups, service clubs, and neighborhood associations. The PowerPoint presentations created can be packaged and provided to City staff, interested neighborhood groups, local media, and others to use in providing information to other groups.

**Community Image Survey PowerPoint Presentation.** The Team will develop and administer a visual "Community Image Survey" consisting of PowerPoint slides. To gauge the communities' preference for different types of building styles, quality of design, pedestrian improvements, gateway treatments, street furniture, street trees, etc., the Team will prepare a visual survey of different design options. The slides will be assembled into a presentation that will be shown to participants during the initial workshop. Participants will score each image based on their like or dislike of the image and its appropriateness for Lodi. If any schools or service organizations express an interest in using the survey to obtain more input on the planning and design process, the Team will provide the City with instructions and a script for conducting the survey, along with forms to record scores. The City will provide the returned score sheets to the consultant, who will add these scores to the cumulative total.

**Newsletters.** The Team proposes to develop a series of newsletters to be distributed to key stakeholders and the general public four times during the update process. Each two- to four-page newsletter will describe the current status of the update program, announce the availability of documents and the dates of upcoming meetings, and provide opportunities for written responses to reports and General Plan documents. The newsletters will be prepared primarily by the Team with City staff input and will be produced and distributed by the City.





Based on our previous General Plan experience, the four newsletters will be most effective if they discuss the following topics related to major project milestones:

- **Newsletter #1 – The General Plan Update Process.** The Team will prepare an initial newsletter describing the General Plan Update process. This newsletter will provide the public with an understanding of what a general plan program entails and how they can be involved in the project. This newsletter will be released during Phase 1, after the project kick-off.
- **Newsletter #2 – Overview of Background Report.** The Team will prepare a newsletter briefly summarizing the existing conditions discussed in the Draft Background Report. This newsletter will be released at the end of Phase 2, after the Draft Background Report has been completed.
- **Newsletter #3 – Overview of Issues and Opportunities.** The Team will prepare a newsletter briefly summarizing the issues and opportunities discussed in the Issues and Opportunities Report and will discuss potential approaches to these items that can be pursued in the General Plan. This newsletter will be released in Phase 3, after the Issues and Opportunities Report is completed.
- **Newsletter #4 - General Plan.** The Team will prepare a newsletter describing the General Plan Goals and Policies Report. This newsletter will be released at the end of Phase 5, after the General Plan Goals and Policies Report is completed.

**Media Coordination.** As part of the General Plan Update, keeping the public informed and involved will be important to the success of the update process and future implementation. A key item in keeping the public informed is maintaining good relations with local media (newspapers and broadcast). As part of our project, we will prepare media releases for City staff's review and use. These will be targeted at announcing the progress of the General Plan, upcoming public participation events, and the release of documents.

**E-Mail Distribution List.** An e-mail distribution list will be created to disseminate information and documents for those who wish to use e-mail communications. We will encourage this form of communication and distribution to reduce reproduction and distribution costs to the City. We will provide monthly updates to participants on the list and notices of the availability of public documents.

**Allowance for Spanish Language Translation.** URS will work with local community groups to assist in outreach to the Hispanic community. We will provide Spanish translation services at public meetings and Spanish language versions of public notices. Because the nature and extent of translation services is uncertain, we have budgeted an allowance for translation services.

### **Citizens Advisory Committee Meetings**

The CAC will provide an effective cross section of the community, with both elected and appointed officials and community members. Their working knowledge of the community will provide valuable input into the development and direction of the General Plan.

The Team will work closely with the Citizens Advisory Committee (CAC) throughout the General Plan Update process by meeting with the committee during every phase of the project. During each meeting, the Team will keep the CAC





informed of where the Team is in the process and what has been accomplished to date.

The following meetings will be held during various phases of the project.

- **CAC Meeting #1: Project Kick-Off.** The purpose of this meeting is to provide the CAC with a complete overview of what the General Plan is and how the General Plan process works.
- **CAC Meeting #2: Issues and Opportunities.** During this meeting, the Team will discuss issues such as farmland protection and transportation, and address opportunities for economic development. This meeting will coincide with the preparation of the Issues and Opportunities Report.
- **CAC Meeting #3: Background Report.** The purpose of this meeting is to discuss the work completed in the Background Report and to hear comments from the CAC on the report prior to public release.
- **CAC Meeting #4: Project Alternatives.** At this meeting, the Team will discuss the evaluation of the General Plan alternatives and ask for input from the CAC.
- **CAC Meeting #5: Revised Goals and Policies.** During this meeting, the Team will present the revised Goals and Policies of the General Plan and take recommendations from the CAC.
- **CAC Meeting #6: Draft General Plan/EIR.** This meeting will be used to present the Draft General Plan and EIR and to hear comments and recommendations from the CAC.

### **Stakeholder Meetings**

Prior to the initial public workshop, the Team will meet with key stakeholders identified by the City to establish a preliminary framework for the planning process and to identify expectations and possible issues.

Appropriate members, with the assistance of City staff, will schedule and meet with 6 to 12 stakeholders. Potential stakeholders include: the Chamber of Commerce, neighborhood groups, special district, school district, public safety providers, property owners, local commercial realtors, among others.

### **Public Workshops**

The workshops will be used as an educational tool for the public and to help focus the General Plan Update. These workshops will help identify opportunities and issues and discuss policy alternatives and implementation. During the public workshops, citizen groups will be given the opportunity to have meaningful discussion on issues pertaining to the project.

The workshops will be set up using an "open house" format that will allow for a general presentation followed by breakout groups that will discuss subjects of interest. The following workshops are proposed.

- **Public Workshop #1: Overview of General Plan Process.** This workshop will discuss "what a General Plan is?" and provide a forum for discussing and identifying issues and opportunities.



- **Public Workshop #2: Background Report.** This workshop will give community and citizen groups the opportunity to have meaningful discussion on Background Report findings.
- **Public Workshop #3: Issues and Alternatives.** This workshop will give community and citizen groups the opportunity to have meaningful discussion on issues such as economic development and agricultural land preservation and to provide potential solutions/alternatives.
- **Public Workshop #4: Alternatives.** This workshop will give community and citizen groups the opportunity to discuss the alternatives that have been drafted based on community input from Public Workshop #3, Issues and Alternatives.
- **Public Workshop #5: General Plan Policies.** This workshop will involve a discussion of the goals and policies to be included in the General Plan. Feedback from this workshop will be consolidated and incorporated into a report for inclusion in the materials provided to the CAC, the Planning Commission, and the City Council.

To involve as many citizens as possible, each workshop will be held in a different part of Lodi. An extra effort will be made to engage citizens from the eastern side of the community.

During the workshops, public comments on issues will be recorded by the Team and reviewed. Issues that are discussed will be summarized and provided to City staff and decision makers for their consideration.

### Public Hearing Process

During this phase, formal public hearings of the Planning Commission and City Council will be held to consider the General Plan and EIR documents. At the conclusion of their deliberations, the Planning Commission will forward a recommendation to the City Council concerning the draft reports. The City Council will then consider this recommendation and direct staff and the Team to make necessary revisions to the draft reports and prepare final reports for adoption (General Plan) and certification (EIR).

## 2.3 General Plan Update

### General Plan Phase 1: Program Initiation

#### *Objective*

This phase involves the refinement of the scope of work and schedule for the General Plan.

#### *Task 1.1 Refining the Scope of Work*

At the start of the General Plan Update process, the Team will meet with the City's staff to review the City's objectives for each component and key issues of integration and consistency with existing plans and programs. Work under this task will include the following.

- Develop a detailed project schedule, including schedules for public participation.



- Inventory problems and issues associated with the current City General Plan and development regulations. This part of the discussion will review staff experience with and knowledge of shortcomings in the substantive and procedural provisions of the City's current planning tools.
- Review and discuss overall format and organization of the planning products. This will also be a good time to discuss the element structure of the new General Plan.
- Collect initial documents from the City that will be useful for this project (based on a data request provided by our Team prior to the meeting).

During this task, the consultants will prepare subcontracts and establish administrative procedures for coordination among consulting team members and with the City.

### **Task 1.2 Stakeholder Meetings**

Prior to the initial public workshop, the Team will meet with key stakeholders identified by the City to establish a preliminary framework for the planning process and to identify the expectations and possible issues.

Appropriate Team members, with the assistance of City staff, will schedule and meet with 6 to 12 stakeholders. Potential stakeholders include: the Chamber of Commerce, neighborhood groups, special district, school district, public safety providers, property owners, and local commercial realtors, among others.

### **Task 1.3 Public Workshop #1: Overview of General Plan Process**

As part of the General Plan Update, this workshop will give community and citizen groups an overview of how the General Plan process works.

### **Task 1.4 Newsletter #1 – The General Plan Update Process**

The Team will prepare a series of newsletters during the program to keep the community up-to-date on the program. Each newsletter will contain information on each of the planning components. Each newsletter also will provide an insert of translated material for readers who do not use English as a primary language. The initial newsletter (Newsletter #1), which will describe the General Plan Update process, will be prepared during this phase.

The Team, with City staff input and review, will prepare all of the newsletters, which are planned to be an 11" x 17" foldout (i.e., four text pages). Each is expected to be a one-color print, and be provided to the City for their distribution and use.

### **Task 1.5 Base Maps**

Our Team will work with the City's GIS staff to define an appropriate set of data, data formats, and metadata standards that will be used to support the planning program. The Team will then format these maps for report and display presentation, including establishing a uniform legend and title block for use on all maps prepared as part of the planning documents. The base map for this project will be prepared using electronic data provided by the City. We assume that the City's electronic files are adequate for the preparation of the base maps for the General Plan Update and do not require updates. All maps will be prepared in an ArcInfo/ArcView compatible format and will be prepared using standards developed with the City to ensure easy integration into the City's system upon project completion.



### **Task 1.6 Land Use Database**

The Team will work with the City to identify and format information for a land use database covering the study area, as shown in the RFP. The database developed will be used for land use planning and the preparation of development estimates. We assume that the City can provide the Team with an adequate set of electronic assessor's data.

### **Task 1.7 Formation of a Citizens Advisory Committee**

The Team will work with the City to create the CAC to provide technical input and policy input throughout the General Plan Update. For purposes of costing this effort, we assume up to 10 meetings will be needed with the CAC. We expect these to be scheduled at regular intervals from the beginning of the project through the draft General Plan release, at which point the formal public review will commence.

### **Task 1.8 CAC Meeting #1: Project Kick-Off**

The Team will work closely with the CAC throughout the General Plan process by meeting with the CAC during every phase of the project. During each meeting, the Team will keep the CAC informed of where the Team is in the process and what has been accomplished to date.

This first meeting will be designed to familiarize participants with the format and process, and discuss the overall goals of the CAC.

### **General Plan Phase 2: Background Report**

During this phase, the Team will collaborate with City staff to collect and summarize background information for the General Plan and the EIR. These sections will focus on existing conditions and trends and the regulatory framework affecting the issues addressed. Compiling this information will involve reviewing pertinent documents, (such as existing Specific Plans, special studies, and EIRs) and contacting appropriate agencies and organizations.

As designed, the setting information contained in the Background Report is bound separately from the General Plan Goals and Policies Report. This allows the setting information to be shared by the General Plan and the EIR, thereby eliminating redundancy and making the background information easier to maintain.

#### **Objective**

The objective of this phase is to develop and document a comprehensive picture of the existing conditions found in Lodi today and to provide a look at the history of the area to obtain needed insight and perspective.

### **Task 2.1 Administrative Draft Background Report**

Data will be collected for the Background Report to address the following topic areas.

**Land Use and Demographics.** The Team will analyze existing land-use patterns and issues and review local and regional land-use plans and policies for relevance to Lodi. This analysis would include a review and summary of the following information:





- Existing land-use information (e.g., community facilities descriptions, number of dwelling units, non-residential square footage, acreages by land-use designation, vacant land acreage, etc.);
- Population/demographic information, including existing growth projections;
- General Plan holding capacity and build-out potential;
- General Plan policies, land-use designations and descriptions, and land-use diagram;
- City Zoning Ordinance and map (including data being used to currently update the Zoning Ordinance);
- San Joaquin County plans and boundaries;
- Regional plans; and
- Other agency plans.

**Circulation.** The Team will prepare a baseline transportation analysis, describing and quantifying existing systems and services as well as the policy framework related to highways, streets, air, freight and commuter rail, public transit, pedestrian and bicycle systems. This effort will make use of traffic count information compiled as part of Fehr & Peer's traffic model development process, as well as data available through the City's GIS resources and other information obtained from responsible planning and transportation agencies. The baseline transportation assessment will cover: functional classification of City streets; existing traffic volumes and levels of service on major roadways (up to 80 locations where traffic data is available through other sources) and on freeway segments; existing transit services and facilities; bicycle and trail systems; existing aviation facilities; and existing goods movement facilities including trucks and rail. We will make extensive use of GIS resources to produce maps of the existing systems and services to accompany the written descriptions.

The Team will review the existing policy framework affecting the modes of transportation studied above, including policies in the current Lodi General Plan and in other relevant City and regional planning documents. Of particular interest in this effort will be a review of the City's level of service standard, in comparison with standards in other comparable jurisdictions. Potential adjustments to the City's transportation policies will be identified and discussed with staff and decision-makers.

**Air Quality.** Historic and current air quality information will be collected from monitoring stations in the area of Lodi; and from information provided by the San Joaquin Valley Unified Air Pollution Control District. Compliance with state and federal air pollution guidelines will be reviewed, areas of non-compliance will be documented, and action plans will be summarized. This section also will document the major sources of air pollution in the Lodi area (motor vehicles, railroads, agricultural operations, open burning, and residential wood burning).

**Housing.** Since the housing element was updated and adopted in 2004, no further evaluation is required. However, relevant information in this element will be incorporated into the General Plan Update.

**Conservation and Open Space.** This portion of the Background Report covers a wide range of topics related to the conservation, development, and use of natural resources and the preservation and conservation of open space resources in the





community. For many of these topics, such as soils and minerals, published reports from state and federal resource agencies and information in EIRs prepared for projects in the Lodi area will provide the necessary background information. For other resources, more in-depth analyses will be needed.

- **Water Resources.** We will identify existing water quantity, quality, and usage information and issues, existing substantial sources of pollution and areas susceptible to water quality degradation, and source issues and capacity constraints. In preparing this section, we will use information from previous reports (e.g., 2005 Urban Water Management Plan, 1990 Potable Water Master Plan, etc.), service providers, the State Department of Health Services, and the Regional Water Quality Control Board.

Section 15083.5 of the CEQA Guidelines requires the City to request certain information from the public water system(s) serving the General Plan area. This requested information includes an indication of whether the projected water demand associated with the proposed General Plan was included in its last urban water management plan and an assessment “whether its total projected water supplies available during normal, single-dry, and multiple-dry water years as included in the 20-year projection contained in its urban water management plan will meet the projected water demand associated with the proposed project, in addition to the system’s existing and planned future uses.”

The water supply assessment received in response to this inquiry will be included in the Background Report and, ultimately, in the General Plan EIR.

- **Biological Resources.** We will use the California Natural Diversity Database and literature search and interviews with state and federal regulatory staff and other organizations to identify biological resources (special status species and habitats) with the potential to occur in the Lodi area. Key sensitive habitats within the Lodi area may include jurisdictional waters of the U.S. (including streams), wildlife movement corridors, and riparian habitats. Reconnaissance-level fieldwork will be conducted as part of this task. Field verification of habitat and gross vegetation mapping will be undertaken but will be limited to drive-by surveys in the Lodi area. More detailed levels of analysis would be outside of the purview of this scope of work and would require modification to the existing budget and schedule.
- **Cultural Resources.** A full cultural survey of the study area is not feasible; however, a sensitivity analysis is possible and appropriate. The sensitivity analysis will be based on a review of records maintained at the regional information center and published research papers. In addition to research on prehistoric resources, this section will document the Lodi area’s known historic resources, such as those associated with local historic districts. Data on existing resources and structures will be compiled from existing literature, a reconnaissance of the Lodi area, and discussions with local service organizations that focus on preservation of the City’s history. This section also will document any historic properties/resources that are currently listed on the National Register of Historic Places, the California Register of Historic Resources, or other recognized lists. Note: this task does not include consultation with Native American tribes as may be required by Senate Bill 18, which became effective in 2005. URS understands that such consultation must be initiated by the City, in accordance with that legislation.





- **Agricultural Resources.** Agricultural land uses in the Lodi area include large and small-scale farming and agricultural-residential uses. We will inventory existing agricultural uses by usage type (e.g., vineyards, orchards, etc.). We also will identify areas designated as, or suitable for designation as, prime agricultural lands, agricultural lands of statewide significance, and agricultural lands of local significance using soil maps from the United States Department of Agriculture and the Soil Conservation Service. Areas designated as Williamson Act lands will be documented and mapped, based on information available from the State of California.
- **Mineral Resources.** The Team will describe and assess mineral resources, including aggregate resources, based on published information available from the State Department of Conservation, Division of Mining and Geology. Potential shortages in aggregate supply, based on expected development in the City, will be described.

### ***Task 2.2 Background Report***

Appropriate changes will be made based on comments received from City staff, and a public draft will be prepared.

### ***Task 2.3 City Council/Planning Commission Study Session***

The Team will provide an overview of the General Plan program during a study session with the City Council and the Planning Commission. This study session will be primarily informational, focusing on the overall purpose of each planning component, the process and schedule for completing the program, and highlighting opportunities for future public involvement. The study session will also provide the opportunity for individual Council and Commission members to express their thoughts on the project and to discuss key issues they feel need to be addressed in the General Plan.

### ***Task 2.4 Public Workshop #2: Background Report***

As part of the General Plan Update program, this workshop will give community and citizen groups the opportunity to have meaningful discussion on Background Report findings.

### ***Task 2.5 Documents for City Web Site***

We will provide all draft and final documents in Adobe PDF format to the City for placement on the City's Web site.

### ***Task 2.6 Newsletter #2 – Overview of Background Report***

The Team will prepare a newsletter briefly summarizing the existing conditions discussed in the draft Background Report.

### ***Task 2.7 CAC Meeting #2: Background Report***

A CAC meeting will be held to discuss the draft Background Report.

### ***Task 2.8 Meetings with Staff***

A total of up to two meetings will be held with staff to discuss work completed in Tasks 2.1 to 2.7.





viewing, hearings, and a "road show," depicting the range of alternatives, will be prepared.

#### **Task 4.2 Evaluate Growth Alternatives**

The Team will work with City staff to evaluate the three selected alternatives in terms of impacts on existing or programmed public facilities or networks, impacts on the natural environment, and fiscal implications. Population projections based on land-use buildout will be determined.

#### **Task 4.3 Development of Future Traffic Forecasts and Evaluation of Circulation Needs**

Once the traffic model has been calibrated for the base year, the Team will develop scripts for future traffic forecasting that will incorporate appropriate assumptions for trip generation and trip distribution. We will work with the City to ensure that future programmed transportation improvements are correctly added to the model network. We will rely on the City to develop socioeconomic projections in a format consistent with the model's geographic zone system for the future year scenarios.

Traffic forecasts will be produced for the Future No Project scenario, which represents buildout of the existing General Plan, as well as for up to three General Plan Update buildout alternatives. For each of the alternatives, The Team will identify the transportation infrastructure necessary to address the deficiencies identified through modeling. The results will be used to determine the effectiveness of potential circulation improvements and their possible inclusion in the final Preferred Alternative. In addition, Citywide transportation measures such as vehicle miles of travel, hours of delay, and numbers of trips generated will be calculated for each of the three alternatives and will be used to assist in comparing and contrasting the effects of the alternatives.

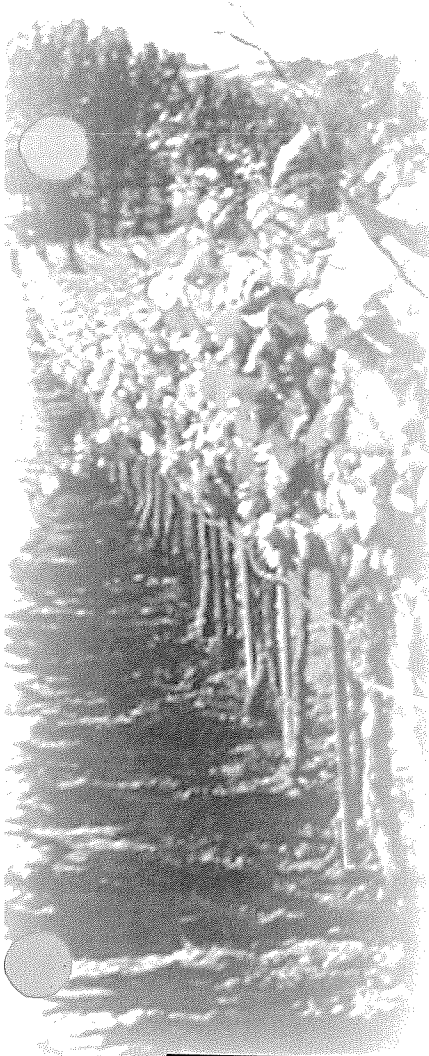
The preferred alternative will contain the final land use and circulation system improvements, such that the results meet the level of service criteria and other relevant policies set by the City. The transportation network identified to support the final preferred alternative will be represented in the Circulation Diagram in the General Plan (described under Task 5.1).

Fehr & Peers will develop future daily, AM and PM peak hour traffic forecasts at up to 80 street segments and 16 freeway segments in the Lodi General Plan study area for the final preferred alternative. These forecasts will be adjusted to account for model error before being used in subsequent operations analysis. Roadway level of service analysis will be conducted for these segments, using LOS volume thresholds developed in consultation with City staff. This roadway segment LOS analysis will form a key part of the transportation chapter of the EIR.

(Please note that this scope does not anticipate doing comprehensive roadway LOS analysis for the other three General Plan alternatives; we recommend consultation with staff to decide whether the environmental documentation of the General Plan should include this greater level of detail, and if so, an amended scope and budget will be prepared.)

#### **Task 4.4 Administrative Draft Alternatives Report**

We will compile the information prepared in Tasks 4.1 and 4.2 into an Administrative Draft Alternatives Report.





#### **Task 4.5 CAC Meeting #4: Project Alternatives**

A CAC meeting will be held to discuss the Draft Alternatives Report.

#### **Task 4.6 Draft Alternatives Report**

Following review by City staff, we will revise the Alternatives Report to reflect suggested changes.

#### **Task 4.7 Planning Commission/City Council Workshops**

The Team will meet with the Planning Commission and City Council to review and discuss the information provided in the Alternatives Report. The result of these workshops will be concurrence and direction regarding the preferred alternative to be used in the development of the General Plan.

#### **Task 4.8 Notice of Preparation**

The Team will work with City staff to develop a project description and will prepare a draft Notice of Preparation (NOP) and Initial Study (IS) pursuant to CEQA Guidelines. The IS will identify potential environmental effects and/or physical changes in the environment that may result from the implementation of the proposed project. Since an EIR will be prepared, the primary purpose of this documentation is to present the analysis approach that will be used in the EIR and to identify resource issues that do not warrant further analysis in an EIR.

The Team will submit a draft NOP/IS for circulation to City staff for their review. We assume that the City will conduct one review of the draft NOP/IS. Comments will then be incorporated into the final NOP/IS.

It is assumed that the City will conduct one Scoping Meeting (as required by Section 21083.9(a) of CEQA) during the 30-day review period of the Notice of Preparation. One URS staff person will attend this Scoping Meeting to answer general questions about the Notice of Preparation contents and the overall CEQA process. URS' attendance at this meeting is covered by either Task 4.5, 4.9, or 4.10, at the City's discretion.

#### **Task 4.9 Public Workshop #4: Alternatives**

This workshop will give community and citizen groups the opportunity to discuss the alternatives that have been drafted based on community input from the previous workshop.

#### **Task 4.10 Meetings with Staff**

A total of up to two meetings will be held with staff to discuss the work completed in Tasks 4.1 to 4.9.

#### **General Plan Phase 5: Draft Goals and Policies Report**

Based on the direction provided by the Planning Commission, City Council, and City staff, the Team will prepare the draft General Plan Goals and Policies Report. As designed, the setting information contained in the Background Report is bound separately from the General Plan Goals and Policies Report. This allows the setting information to be shared by the General Plan and the EIR, thereby eliminating redundancy and making the background information easier to maintain.





The General Plan Goals and Policies Report will address the full range of issues specified by state planning law, as well as those of particular local importance.

### **Objective**

The objective of this phase is to create a document that will contain the vision statement(s) and the goals, policies, and implementation programs that make up the heart of the General Plan Update.

### **Task 5.1 Land Use and Circulation Diagrams**

In accordance with Section 65302 of the Government Code, the Team will work with City staff to develop land-use designations and to prepare a draft land-use diagram for the General Plan that implements the preferred alternative selected by the City Council. The Team will review existing designations and Specific Plans and propose a concise set of land-use designations that fits the needs of the City. The designations and diagram will indicate the distribution, location, and standards for the use of land for housing, commerce, industry, public facilities, waste disposal, recreation, agriculture, natural resources, and open space. The land-use designations will include standards for population density and building intensity.

The Team will work with City staff to develop a roadway classification system and prepare a draft circulation plan diagram depicting a circulation system adequate to accommodate projected development, based on the draft land-use diagram and regional transportation demands.

### **Task 5.2 Goals, Policies, and Implementation Measures**

The following elements will be included in the General Plan, in a manner consistent with Section 65302 of the Government Code.

**Land Use and Growth Management Element.** This Element will cover issues including land-use types, distribution, and intensity; population and building density; existing specific plans; and public land ownership. A land-use diagram (ArcView) will be provided. This Element will focus on the future growth and physical development of Lodi.

The following issues pertaining specifically to land use will be addressed:

- Appropriateness of current land-use designations and policies for meeting the residential, commercial, and industrial needs of the community;
- Land-use regulations necessary to achieve the compact urban form the City desires;
- Guidance on the timing of development;
- Appropriate smart growth and new urbanist concepts and necessary design guidance to achieve these concepts;
- Appropriate mix of land uses to maintain economic balance in the community;
- Focus on revitalization and infill in appropriate portions of the community, such as the eastern portion of the City; and
- Identification of parcels that may require a General Plan amendment or zone change.





**Circulation Element.** This Element will contain a broad set of transportation policies based on professional best practices, direction from City staff, and input from the public and local decision-makers throughout the General Plan process. We will consolidate other information and recommendations developed through previous tasks into the Circulation Element of the General Plan. The new Citywide travel model will be used to assess potential future roadway deficiencies, and to recommend a future transportation network to accommodate the Plan's land use element and satisfy the Plan's transportation and land use policies.

The Circulation Element's system plan will encompass the full range of transportation modes, including conceptual locations for major roadways, transit, and pedestrian and bicycle corridors. Because the Citywide travel model does not contain a detailed mode choice component, the evaluation of non-roadway transportation systems will be conducted at a qualitative level of detail. We will coordinate with Lodi Transit and SJRTD to ensure that the General Plan fully captures the potential for future transit services both within the City and connecting the City to other parts of the region. The Team will advise City staff and the Team on methods for incorporating bicycle- and pedestrian-supportive facilities and policies in the updated General Plan.

**Infrastructure Element.** This Element will contain information on the existing level of public facilities, services, and utilities provided within the County. Specifically, this section will focus on the following services: water supply, wastewater system, and storm drainage, solid waste, gas and electric service, communication systems, law enforcement, fire protection, and schools.

**Housing.** Since this Element was updated and adopted in 2004, further evaluation is not required. However, relevant information from this Element will be incorporated into the General Plan Update.

**Conservation and Open Space Element.** This Element will address the conservation, development, and use of natural resources and will deal with plans and measures for preserving open space, water resources (groundwater, rivers, creeks, wetlands), and biological resources (flora, fauna, habitat, and endangered or threatened species). The agricultural resources section of the Element will evaluate the City's farmland preservation programs and Williamson Act policies to ensure the protection of agricultural land in its outlying areas.

**Noise Element.** The primary noise sources in the Lodi are related to motor vehicle traffic, railroads (central and eastern portions of Lodi), and industrial activities. The Element will identify major noise sources and potential sensitive receptors and address potential noise effects associated with the implementation of the General Plan.

The Team will perform the following tasks in completing this Element.

- We will review the City's existing General Plan and any previous environmental documents in the area to identify sources of existing and projected noise and existing noise contour information. Noise contours for Lodi will be updated based on current information related to traffic and industrial activities.
- The Team will re-evaluate existing noise standards to determine whether they are still realistic for the current and future environment, and propose modifications if necessary. In addition, the Team will explore new noise



reduction techniques that are available and can be applied to new development in noise-sensitive areas.

**Safety Element.** The primary public health and safety concerns to be addressed in this Element include man-made hazards (accidents, crime, and hazardous materials) and natural events (earthquakes, fire, and flooding). Existing information relative to the risks posed by these events will be reviewed by our team and compiled into a usable format. Safety overlaps with other mandated Elements, such as land use, open space and conservation, and infrastructure. This Element will be consistent with the discussions in the other Elements.

Specific safety research topics include the following.

- **Geology and Seismic Hazards.** Information from the previous General Plan, recent geologic maps and studies provided through the California Geological Survey and the U.S. Geological Survey, and available information from the Natural Resource Conservation Service will be used to update and characterize the general nature of the geological hazards common to the area. We will obtain and summarize relevant data from the California Geological Survey to address recent determinations associated with any seismic hazard zones, as prescribed under the Seismic Hazards Mapping Act of 1990 and the Alquist-Priolo Earthquake Fault Zoning Act of 1972. Additional topics addressed will include soil strength properties, shrink/swell potential (expansive soils), potential for differential settlement, and compressibility.
- **Flooding.** We will review relevant City information, together with the Federal Emergency Management Agency's (FEMA's) Flood Insurance Rate Maps (FIRMs), to identify the flood potential for areas in Lodi.
- **Human-Made Hazards.** Although not meant to be a Phase I study, a good sense of toxic sites can be gained through reviewing local, state, and federal lists of hazardous material sites. A summary of major users and producers of hazardous materials will be included as part of the section.
- **Fire and Police Protection.** We will review relevant City information to help identify existing fire and police protection levels, services, and coverages.

**Parks and Recreation Element.** We will update the inventory of existing park and recreation facilities and programs provided by the City, as identified in the existing Park and Recreation Master Plan, and recreation programs offered by other service providers. We also will include an analysis of the distribution of these facilities and programs in the City.

**Cultural Resources Element.** We will incorporate the City's current citywide historic resources survey and consultations with cultural resources staff for local Native American Tribes.

### ***Task 5.3 Administrative Draft Goals and Policies Report***

Our Team will compile the information developed in Tasks 5.1 and 5.2 into a administrative Draft General Plan Goals and Policies Report.

### ***Task 5.4 Public Draft Goals and Policies Report***

Following input by the City, the Team will make appropriate revisions, and a public Draft Goals and Policies Report will be prepared.





### **Task 5.5 Public Workshop #5: General Plan Policies**

This workshop will involve a discussion of the goals and policies to be included in the General Plan. Feedback from the workshop will be consolidated and incorporated into a report for inclusion in the materials provided to the CAC, the Planning Commission, and the City Council.

### **Task 5.6 Newsletter #4 - General Plan**

The Team will prepare a newsletter describing the General Plan Goals and Policies Report.

### **Task 5.7 CAC Meeting #5: Goals and Policies**

A CAC meeting will be held to discuss the General Plan goals and policies that have been developed.

### **Task 5.8 Meetings with Staff**

Up to two meetings will be held with staff to discuss work completed in Tasks 5.1 to 5.7.

***Note:** Since the General Plan and the EIR will be finalized concurrently, the public review and adoption of the General Plan is discussed in Section 2.4, Environmental Impact Report.*

## **2.4 Environmental Impact Report**

### **EIR Phase 1: Draft EIR**

The Team will prepare a programmatic EIR addressing the full range of issues identified in the updated General Plan and conforming to the requirements of CEQA. Our proposed EIR scope of work incorporates the City's typical EIR processing schedule requirements.

Using the Background Report as a baseline, we will prepare a draft EIR assessing the environmental impacts of the draft General Plan Goals and Policies Report.

Our scope of work covers preparation of a program EIR that will establish the cumulative framework for consideration of the environmental impacts of subsequent development projects. We will integrate policies into the draft Goals and Policies Report that "pre-mitigate" potential environmental issues. This self-mitigation approach will minimize ongoing reliance on external mitigation measures and will allow for ongoing monitoring of mitigating policies through routine implementation of the General Plan.

A brief task-by-task description of the EIR phase of the project is provided hereafter.

### **Objective**

The objective of this phase is to develop a program EIR that will provide easy-to-understand overview of the impacts associated with implementation of the General Plan, so that decision-makers can make an informed decision on the future of the City. The EIR also will be designed to meet the requirements of CEQA.





### **Task 1.1 Administrative Draft EIR**

Based on the material provided to Team by the City and responses to the NOP, the Team will prepare an administrative draft EIR in accordance with CEQA. Circulation of the NOP may lead to relevant issues that have to be included in the Project Description. The Team is responsible for preparing a legally adequate and appropriate EIR for the General Plan Update.

To provide a "range of reasonable alternatives" to the General Plan, as required by CEQA Guidelines Section 15126.6, this scope of work assumes the analysis of one to two additional alternatives. The alternatives analysis will compare the environmental effects of the project alternatives.

The Team will prepare the administrative draft EIR in accordance with a project description approved by the City. The description of the environmental and regulatory setting for the General Plan will be prepared by the Team to provide a user-friendly format.

Each environmental section will be introduced with a brief statement of its context in the administrative draft EIR and the development of the General Plan. This effort may include interpretive information to help the reader better understand how the General Plan affects the environment, as well as the source of the data used in each environmental section.

Standards of environmental of significance will be presented after the introduction. A list of the particular CEQA Guidelines threshold, an existing regulatory standard, or a standard to be adopted by the City will be included.

The setting of the environmental analysis will be described to prepare the groundwork for impact analysis and recommended mitigation measures.

The number of impacts to be analyzed and the depth of the analysis will be a function of responses to the NOP and the City's direction, based on current needs.

Impacts will be identified, and mitigation measures will be prepared to reduce significant impacts to a less than significant level, when feasible. For each potentially significant impact identified in the administrative draft EIR, the Team will identify mitigation measures or policy statements proposed by the City as part of the project to reduce identified impacts.

A Mitigation Monitoring and Reporting Program will be prepared by City staff, in accordance with Section 21081.6 of the Public Resources Code. The requirements of this section may involve the preparation of a separate document, or they may involve incorporating the mitigation measures directly into the General Plan as policy statements.

To prepare a program EIR that meets the needs of the City and the requirements of state law, the EIR will consist of the following chapters.

- **Executive Summary.** This section will summarize the entire EIR and include a discussion of the project's objectives; a description of the proposed project; a summary of the environmental setting for Lodi; a summary of impacts by Element; a summary of mitigation measures (mitigating policies); and a





discussion of alternatives considered, areas of controversy, and issues remaining to be resolved.

- **Introduction.** The introduction to the EIR will contain the project's objectives, a description of the proposed project and general setting, and an overview of the EIR process.
- **Impacts and Mitigation Measures.** In accordance with Section 15126.2 and 15126.4 of the CEQA Guidelines, the Team will develop a set of impact criteria/standards that will be used to assess impact significance. Adverse impacts that meet or exceed these criteria will be considered significant. In addition, all impacts will be characterized in terms of short- or long-term effect and presented in a logical discussion that the general public can understand.
- **Alternatives Analysis.** A range of alternatives will be considered in the EIR. In addition to the "No-Project" Alternative, in accordance with Section 15126.6 of the CEQA Guidelines.
- **Cumulative Impacts.** In accordance with Section 15130 of the CEQA Guidelines, the EIR will evaluate cumulative impacts based on planning documents for Lodi. The contribution of the proposed project to the overall cumulative impacts also will be estimated and discussed.
- **Other CEQA Sections.** The Team will provide, in addition to the prior sections, all other required CEQA sections (e.g., areas of controversy, significant unavoidable impacts).

We will submit 10 copies of the administrative Draft EIR to City staff for their review. It is assumed that the City will conduct one review of the administrative Draft EIR. Comments will then be incorporated into the Draft EIR.

All environmental resource topics identified in the IS will be addressed in the EIR. The following paragraphs provide an overview of the approach to be used for each Element.

**Land Use.** The EIR will identify existing local land use and the jurisdictional and regulatory settings. It will address the project's consistency with local land use plans; the conversion of agricultural lands and open space; and compatibility with adjacent existing land uses.

**Parks and Recreation.** The EIR will summarize existing park and recreation resources and service providers. The EIR will address potential additional demands on these facilities and services resulting from the implementation of the project.

**Circulation.** Much of the technical analysis necessary to support the General Plan EIR will be conducted as part of developing the Circulation Element. For purposes of the EIR, the Team will define thresholds of significance for transportation impact analysis, define the study area within which impacts could reasonably be expected, analyze the traffic, transit, and non-motorized impacts of the No Project and the Preferred Alternative scenarios, and recommend mitigation measures to address potentially significant impacts of the Plan.

**Conservation and Open Space.** This section of the EIR will address impacts related to hydrology and water quality, biological resources, and cultural resources as discussed below.





- **Hydrology and Water Quality.** The EIR will summarize existing groundwater recharge, surface flows, flooding, and associated water quality in the Lodi area. The EIR also will characterize potential hydrology and water quality effects resulting from the implementation of the project and identify measures (mitigating policies) to minimize the effects. The EIR will address compliance with recent water supply and CEQA legislation (e.g., SB 610).
- **Biological Resources.** The EIR will address potential biological resource issues associated with the project. This section will be prepared using existing database information to identify biological resources (special status species and habitats) with the potential to occur in the Lodi area. Minimal fieldwork will be conducted as part of this task. Field verification of habitat and gross vegetation mapping may be undertaken, but it will be limited to drive-by surveys in the Lodi area. More detailed levels of analysis are outside of the purview of this scope of work and will require modification to the schedule and budget.
- **Cultural Resources.** We will review recently prepared environmental documents and perform database searches to identify possible cultural resources in the Lodi area. No fieldwork will be performed as part of this task. Possible effects on cultural resources and measures (mitigation policies) to minimize effects will be addressed.

**Public Health and Safety.** This section will address impacts related to air quality, seismicity, and hazards as discussed below.

- **Air Quality.** This EIR component will summarize the regional air quality setting, including the climate and topography, ambient air quality, and regulatory setting (regional standards and planning efforts). Air quality emissions associated with the project will be qualitatively assessed and are expected to consist of long-term vehicle emissions. The EIR will address potential air quality effects associated with implementation of the project and identify measures (mitigating policies) to minimize those effects. No air quality modeling (e.g., carbon monoxide hot-spot analysis of local intersections) is proposed under this scope of work.
- **Geology and Seismicity.** The EIR will summarize the existing geological setting and identify potential effects resulting from the project, including seismic (earthquake), landslide, and liquefaction issues.
- **Hazards and Hazardous Materials.** The EIR will address the potential for several hazards and public safety concerns, including the potential release of hazardous materials. Hazardous materials concerns in the Lodi area will be addressed, using existing database information only. No fieldwork will be performed as part of this task.
- **Noise.** The EIR will identify the regulatory setting, including existing noise regulations and standards contained in local and/or regional plans and ordinances. The EIR will identify major noise sources and potential sensitive receptors, address potential noise effects associated with the implementation of the project, and identify mitigating measures to minimize those effects.

**Public Services and Utilities.** The EIR will summarize existing public services and utilities in the project area, identifying service providers. The EIR will address potential additional demands on public services and utilities resulting from the implementation of the project.





### **Task 1.2 Public Draft EIR**

Following receipt of comments from the City, the Team will incorporate appropriate revisions to the administrative Draft EIR and prepare the Draft EIR (DEIR) for public circulation. It is assumed that the City will print and distribute the DEIR. We will submit a reproducible master and a copy in Microsoft Word 2000 format for City staff for their reproduction and distribution to the State Clearinghouse, responsible agencies, and interested agencies, organizations, and persons. As required by state law, the DEIR will require a 45-day public review period.

### **Task 1.3 CAC Meeting #6: Draft General Plan/EIR**

The purpose of this meeting is to present the Draft General Plan and EIR and to hear comments and recommendations from the CAC.

### **Task 1.4 Meetings with Staff**

A total of up to two meetings will be held with staff to discuss work completed in Tasks 1.1 to 1.3.

## **EIR Phase 2: Public Review**

During this phase, the City will conduct public meetings to review the Draft General Plan Goals and Policies Report and the DEIR. This review will include both informal public outreach meetings and formal public hearings of the Planning Commission and City Council to consider the documents. At the conclusion of their deliberations, the Planning Commission will forward a recommendation to the City Council concerning the draft reports. The City Council will then consider this recommendation and direct staff and the Team to make necessary revisions to the draft reports and prepare final reports for adoption (General Plan) and certification (EIR).

### **Objective**

The objective of this phase is to assist the Planning Commission, City Council, and public in the review and revision of the Draft General Plan and DEIR, with the result being direction on the completion of an acceptable General Plan.

### **Task 2.1 Planning Commission Hearings**

The Team will attend up to two workshops or hearings with the Planning Commission to review the draft General Plan Goals and Policies Report and DEIR. The Planning Commission will consider the comments made at the community workshops and during the public hearings, and at the conclusion of the hearings, will make recommendations to the City Council regarding the draft General Plan Goals and Policies Report and DEIR.

Each hearing will be preceded by discussion with staff to work out respective responsibilities and review conclusions reached at the prior meeting, to the extent that "debriefing" did not occur immediately after that meeting or later by telephone. During the hearings, the Team will provide support for Planning Commission and public review, as determined appropriate by the City's Project Manager, by being available to answer questions about proposed provisions, discuss possible changes,



and draft revised language in response to City staff or Planning Commission direction, for consideration at later meetings.

### **Task 2.2 City Council Hearings**

The Team will attend up to two hearings with the City Council to review the draft Goals and Policies Report and DEIR. At these meetings, the City Council will consider the Planning Commission's recommendations and the comments made at the community workshops. At the conclusion of the hearings, the City Council will direct City staff and the Team to incorporate its recommendations and prepare the final General Plan Goals and Policies Report and final EIR (FEIR).

As was the case with the Planning Commission hearings, the Team will provide support for City Council and public review by being available to answer questions about proposed provisions, discuss possible changes, and draft revised language in response to staff or City Council direction, for consideration at later meetings.

### **EIR Phase 3: Final Documents and Adoption**

Following public review of the draft General Plan Goals and Policies Report and the DEIR, the Team will work with City staff to prepare the final General Plan Goals and Policies Report for adoption and the FEIR for certification. We assume that major changes (i.e., new technical studies) to the draft documents will not be necessary.

#### **Objective**

The objective of this phase is the adoption of a new General Plan that will successfully guide the future of Lodi towards its envisioned future.

### **Task 3.1 Respond to Public Comments on Draft EIR**

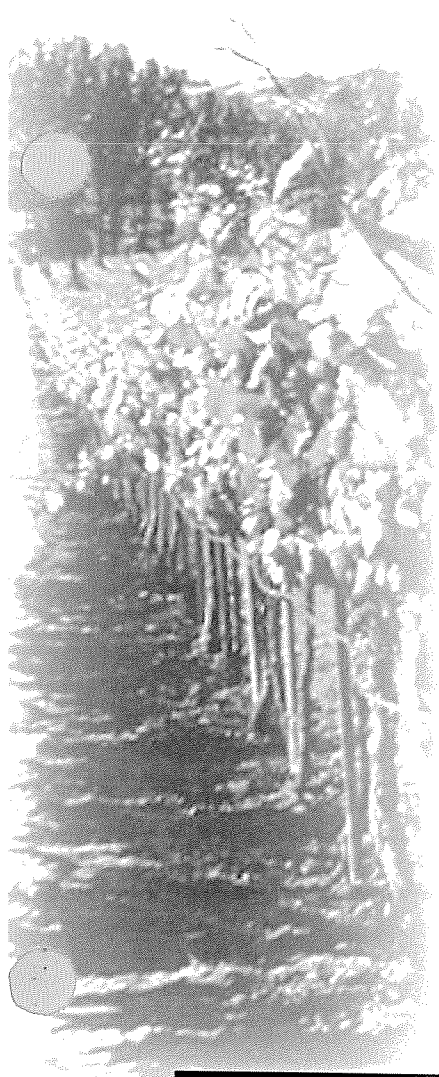
All comments received during the public review of the DEIR will be responded to by the Team and included in the FEIR. The cost estimate for this task was developed based on the expected level of effort and number of comments received on the draft documents. The level of effort is reflected by the number of hours for this task.

### **Task 3.2 Prepare Final EIR**

The FEIR will be prepared in conformance with CEQA Guidelines, Section 15132. The Team will assist City staff in their preparation of any required statements of overriding consideration necessary for certification of the FEIR. Substantial comments are not expected on the DEIR. For the FEIR, we have assumed that no new technical studies will be required. We also, assume that the City will print and distribute the FEIR

### **Task 3.3 General Plan Documents Finalization**

Based on direction from the City Council, corrections will be made to the Goals and Policies Report and the final General Plan documents will be prepared.





### **Task 3.4 Adoption Hearings**

The Team will attend a final hearing with the Planning Commission and then with the City Council for adoption of the General Plan Goals and Policies Report and certification of the FEIR.

### **Task 3.5 Meetings with Staff**

A total of up to two meetings will be held with staff to discuss work completed in Tasks 3.1 to 3.3.

## **2.5 Optional Tasks**

The following are presented as optional tasks based upon issues discussed in the RFP. These tasks would be performed by Downtown Solutions and Fehr & Peers, respectively.

**Community Design Element and Downtown Vision Element.** Upon the request of the City, Downtown Solutions, in association with URS and Mogavero Notestine Associates, could prepare a Community Design Element and Downtown Vision Element as part of the General Plan Update. The purpose of these Elements would be to address downtown revitalization and the overall character of the City based upon its design.

The total cost to prepare the Community Design Element and Downtown Vision Element would be \$160,000.

### **Phase One: Downtown Vision Element**

#### **Task 1.1 Formulation of Staff Task Force Membership**

Working with staff the Team will develop a list of City department officials who should be made part of a Downtown Vision Task Force. This Task Force will provide leadership and review of the Team's products.

#### **Task 1.2 Staff Task Force Kickoff Meeting/Field Reconnaissance**

Once contracts are signed and all paperwork is in order, the Team will spend three consecutive days on the Downtown Element, conducting, gathering, and reviewing background information. One of the tasks during this period will be a parcel-by-parcel photographic inventory and videotape of the walking tour.

#### **Task 1.3 Retain New Aerial Photography**

To develop a detailed understanding of current conditions and an accurate "vision plan," it is important to have a clear, low-level aerial photograph of the downtown area. City staff could secure this, our experience shows that our Team can expedite this process.

#### **Task 1.4 Create Composite Base Map**

The depth of City mapping resources is unknown at this juncture. To create a "vision plan" which is as real and credible as possible, parcels mapping, GIS information and any other base mapping type will be consolidated into a composite base map for the project. Staff may elect to provide this to our Team.





### **Task 1.5 Review All Applicable Plans/Studies**

The Team will do an extensive review of all the literature that has been created for Downtown Element. These include studies, reports, memorandums and any other information transmitted to the Team by the City. The Team will develop a concise report detailing the most applicable elements of each document. Special attention will be given to conflicting information.

### **Task 1.6 Refinement of Downtown Boundaries**

The Team will review and modify the downtown boundaries as appropriate and in consultation with City staff. Modifications to these boundaries should be done before extensive work has been done, to prevent impeding the project schedule and causing budget augmentation as a result of mapping or text changes.

### **Task 1.7 Development of Private Property Disposition Map**

The Team will develop a color map that probably will become the single most important exhibit in this planning process. This map will identify, on a parcel-by-parcel basis, the intended future disposition of each private property in the downtown area. The Team will meet with City staff for a one day charrette to develop the exhibit jointly. Video and site photographs will be consulted when certain properties are reviewed.

### **Task 1.8 Modify the Disposition Map**

The Team will modify the disposition map following a half day bus tour of the downtown with selected City staff members to "field check" the exhibit against on-the-ground conditions.

### **Task 1.9 Development of Public Property Disposition Map Exhibit**

The Team will develop a color map that probably will become the second most important exhibit in this planning process. The map will identify the future disposition of:

- Right-of-Way
- All Publicly Owned Lands
- Public Buildings
- Parks

This task includes one modification to the exhibit, based on City input and direction.

### **Task 1.10 Development of Multiple Ownerships Exhibit**

It is important to any revitalization effort to know whether every parcel is separately held or owned by one or two major owners. It is also important for consolidation concepts and redevelopment proposals. The Team will, with City staff assistance, develop a separate exhibit identifying the name of owners of each property in the downtown.

### **Task 1.11 Downtown Task Force Review Meeting**

The Team will meet with the Downtown Task Force to review products produced to date and to receive further direction.





### **Task 1.12 Evaluation of Regulatory Framework**

The Team will evaluate current zoning and any other regulations that might be serving as disincentives to redevelopment and reuse in the downtown area. The main areas to be reviewed will include permitted and prohibited uses, site development standards, and application and review procedures. In addition, the parking and sign standards will be reviewed; older regulations typically are overly strict with regard to 'downtown' type development. The Team will seek input from City staff regarding any known roadblocks inherent to the system.

### **Task 1.13 Urban Design Opportunities and Constraints Analysis**

The Team will analyze the downtown urban design improvement potential. Of particular interest, key entry nodes from outlying corridors will be evaluated. Anyone wanting to access the downtown area must traverse one of these corridors. Existing streetscapes, sidewalks, and intersections will be evaluated, along with the following:

- Street Trees
- Existing Street Lights
- Existing Street Furniture
- Public Signage Systems
- Pedestrian Linkages
- District Edges, Nodes, and Paths

### **Task 1.14 Policy Vision Statement "A Direction for Downtown Element"**

A bound report, summarizing all of the analysis tasks and products, will be prepared. It will include reduced versions of the map graphics produced to date. This report will provide the first glimpse of recommended actions that should be made a part of the Downtown Vision Element.

### **Phase Two: Developing The Downtown Vision Poster**

Too many revitalization plans created in the United States jump from the analysis phase to developing the written plan document. While these documents are needed, an essential task is skipped. That task is creating a popular vision of what downtown is to become.

Most people in today's society are visually oriented. In order to acquaint the greater public with the General Plan Vision for Downtown Element, the Team proposes to develop a physical master plan of what Downtown Element might appear like twenty years from now. This approach engages more of the public than big thick reports. The vision poster becomes a great planning tool and has proven very successful in other downtown environments. In addition, the Vision Plan can be printed poster size and becomes a wonderful marketing tool to attract quality developments and developers.

As currently envisioned, the poster would be two-sided. The front would depict in plan/axonometric view, what downtown might look like in twenty years. This will be in full color. Leader notes and text would help the reader identify key concepts contained in the vision. Also, around the periphery of the poster, architectural vignettes would be help describe more detail in the plan. The backside of the poster





would be in black and white. It would contain the Ten Guiding Principles, The Implementation Matrix and some of the Downtown Goals & Objectives.

### **Task 2.1 Three-Day Visioning Charrette with The Task Force**

The best way to develop a vision for the downtown is to bring all of the experts together for a specific amount of time to accomplish one objective. The Team and the City will arrange a vision plan charrette to be held for three days in an inspiring physical environment in the downtown area. We have found that plans develop quickly, and with greater validity, when done this way.

Over three days, the vision team will develop the following primary components of the vision plan.

- **Land-Use Plan.** The configuration for certain activities and uses that will occur in the downtown.
- **Circulation Plan.** This plan will reveal how the current street grid will or might be adjusted and modified to effect high quality movement of vehicles and pedestrians. Public parking opportunities will be depicted.
- **Public Facilities Plan.** This plan will describe where the City wants future civic type uses to occur. Is the Post Office thinking of moving? Is the County making expansion plans? What is the Big Picture?

Once these plans are drafted onto a base map, the Team will take the vision plan through the next series of tasks.

### **Task 2.2 Downtown Vision Element Poster**

Following the three-day charrette, the Team will begin to develop the first draft of the vision poster for the Downtown. The vision poster will be a 24-inch x 36-inch, full-color plan view of the Downtown, which will create a proactive attitude. It will establish priorities and delineate a coherent and internally consistent urban design for the Downtown. The following will be included.

- Building footprints with shadow to depict height;
- Streets with automobiles;
- Streetscape features such as trees, intersections, and crosswalk paving;
- Parks/plazas/open space;
- Circulation plan;
- Parking locations;
- The land-use plan (depicted through color and building typology);
- Plan features called out with leader notes;
- Infrastructure improvements that can be shown; and
- Several leader notes to specific improvements of uses and relocations.

In addition to the plan itself, several separate features will be placed on the borders/edges of the poster to provide additional detail clarity. These vignette drawings or photographs will include, at a minimum:

- Sketch of a new civic use;
- Architectural vignette of Downtown housing or mixed use;



- Architectural vignette of streetscape;
- Urban design streetscape palette; and
- Sketch of a high-energy people place, such as a festival event.

### ***Task 2.3 Downtown Task Force Meeting On Vision Poster***

It is likely that a significant amount of time will transpire between this and the last task because of the effort involved. However, once a Draft of the poster is complete, it will be most appropriate to meet with the Downtown Task Force to review the poster. Since the City staff were involved in the charrette, significant modifications are not anticipated; rather, minor updates and modifications will be suggested.

### ***Task 2.4 Vision Poster Revisions***

The Team will revise the Vision Poster based on input from the Downtown Task Force meeting.

### ***Task 2.5 Revision of Key Sketch Vignettes***

The Team will revise the key poster vignettes based on input from the Downtown Task Force, as appropriate.

### ***Task 2.6 Development of the Public Vision Poster***

The Team will develop a fully articulated, color Vision Poster for the public to see. As with the Draft, the poster will contain all elements to define the vision for the future of the downtown area. At this juncture, the Team has not included costs for mass printing of the Vision Poster. If City staff wishes, the Team will coordinate the printing of a two-sided poster.

### ***Task 2.7 Project Management & Reimbursables***

Mark Brodeur, Principal of Downtown Solutions will serve this project directly as the Project Manager. Work includes inter-team communications, billings, record keeping, scheduling, meeting coordination, mailings, staff work assignments and quality control reviews. Mr. Brodeur will also act as chief "visioneer" in that he will be the person most involved with translating the public's desires into a successful downtown.

This task also includes costs associated with Reimbursables such as travel, lodging, phone, postage including FedEx and other project related costs such as printing.

### ***Phase Three: Community Design Element***

Most communities consider the Community Design Element of the General Plan as an optional Element. This Element gives residents of Lodi and outside developers an equal sense of inspiration and protection of community values.

The Community Design Section and Design Guidelines help knit all the elements of the General Plan into a whole which improves not only the community character but also brings higher value to the land due to the protections it provides neighbors in knowing that adjacent development will respect the same quality of life and aesthetic issues.





### **Task 3.1 Community Design Element**

The Community Design Element is intended to address the built and natural environment. This includes the image and character of residential enclaves; the quality of all buildings, signs, fences, walls, streets, and public spaces; and the community's historic and natural attributes. The essential task is to maintain the aesthetic character of the land and City. This Element will represent how the community of Lodi feels about its assets; it can establish the design character of Lodi when viewed from places such as the Interstate Highway. This Element will complement several other Elements, including transportation, land use, and parks. The community's strength is derived, in part, from its dramatic visual characteristics. Accordingly, policies regarding community design will examine the context and implementation of other sections of the General Plan.

### **Task 3.2 Design Guidelines**

The design guidelines provide specific direction on all commercial, industrial, residential, and public/institutional development in the General Plan area. The intent is to guide development in a way that is both functional and aesthetically pleasing, promotes social and economic vitality, and fosters an enhanced sense of safety, comfort, interest, and identification between people and their environment. The design guidelines address specific community design issues, such as site planning, architecture, public infrastructure design, pedestrian access, freeway adjacency, signs, grading, vehicular access and parking, building design, and landscape and site design. To ensure a consistent pattern of development, the design guidelines and community design element should be used jointly. The design guidelines will be mostly graphic, providing design direction and allowing flexibility to each development in meeting the intent of the graphic representations. It is not the intent of the guidelines to provide a singular theme or inflexible design standards that cannot be met.

### **Task 3.3 Meetings, Workshops and Hearings**

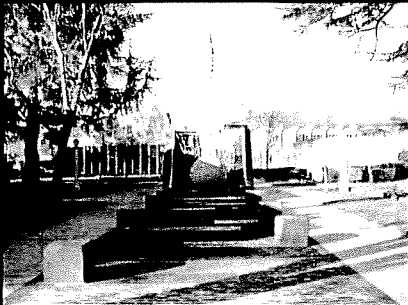
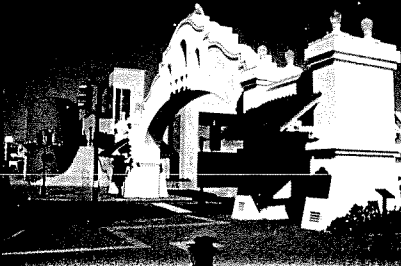
This task includes the preparation for and attendance at a total of eight (8) meetings. In addition, it is anticipated that 5 additional meetings with the Team will be necessary for the successful completion of the project. This task also contains budget for project coordination and management.

**Smart Growth Traffic Forecast.** In the RFP, the City mentions an interest in future development patterns that reflect the principles of New Urbanism and that promote walkability and quality of life. Fehr & Peers has developed extensive expertise in evaluating the transportation effects of Smart Growth and New Urbanist land use principles that are intended to reduce the need to travel and to minimize the transportation impacts of development. At the City's option, and depending on the specific components included in the General Plan land use alternatives, Fehr & Peers, in association with URS and Mogavero Notestine Associates, can develop an evaluation tool that will quantitatively estimate the transportation effects (such as higher internal capture rates and lower vehicular trip generation rates) of developments that incorporate such New Urbanist principles as higher density, greater mixture of uses, and pedestrian-friendly design features.





## Section 3.0 – Cost Proposal



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### **3.0 COST PROPOSAL**

Our cost proposal, presented in Table 3-1, presents the estimated budget for the scope of work, which is discussed in Section 2, Scope of Work. The cost estimate is organized by function, consultant, and work phase. The hourly rates for each person/labor category used on the project are provided along the bottom edge of the table.

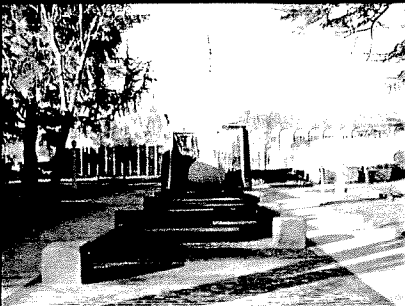
This cost proposal provides our good faith estimate based on the level of effort represented in the Scope of Work. Our Team welcomes the opportunity to work with the city to fine tune our proposal. For instance, if there are too many public meetings, they can be reduced to provide a reduction in the overall project cost.





Table 3-1. Cost Estimate

			URS													Mogavero Notestine Associates					ADE	Fehr & Peers					Downtown Solutions	Willdan	Summary		
Task:	Staff Person	Cost Per Phase	Trapasso	Rice	Trifiro	Smith	Jones	Stora	Greene	Rangaraj	Koford	Hatoff	Spesert			Notestine	Larsen	Matsura	Sanchez	Clerical	Svensson	Milam	Morgan	Liao	Rhyne				Labor	Labor	
			PIC	PM/GP Task Leader	Deputy PM	EIR Task Leader	Senior Planner	Assistant Planner	Noise	Air Quality	Biology	Cultural Resources	Public Outreach	GIS/ Graphics	Technical Review	Word Processing						Principal	Associate	Engineer	GIS Analyst	Support	Brodeur	Warot	Hours	Total	
GP - Phase 1: Program Initiation																															
1.1 Refining the Scope of Work		6	12	12	12								8			16	X												50	\$6,548	
1.2 Stakeholder Meetings																													16	\$1,008	
1.3 Public Workshop #1	4	16	8	16	16								16				X												76	\$9,872	
1.4 Newsletter #1: The General Plan Update Process			8	16		8							16	8			X												56	\$5,984	
1.5 Base Maps			4	16										24	4														48	\$4,744	
1.6 Land Use Database			4	40		8																							52	\$4,336	
1.7 Formation of a Citizens Advisory Committee			6	6									8				X												24	\$2,760	
1.8 CAC Meeting #1: Project Kick-off	4	24	24	24	24	8							8				X												92	\$11,960	
GP - Phase 2: Background Report																															
2.1 Administrative Draft Background Report			32	80	24	80	60	24	24	24	24		40	24	24							X	X	X	X	X		X	480	\$50,740	
2.2 Background Report			16	24	16	40	32						8	16	16	16						X	X	X	X	X		X	176	\$17,568	
2.3 City Council/Planning Commission Study Session			24	24	24	8							8				X												88	\$11,256	
2.4 Public Workshop #2: Background Report	4	16	16	16	16	8							8				X												68	\$8,792	
2.5 Documents for City Website				16										16															32	\$2,944	
2.6 Newsletter #2: Overview of Background Report			12	16		8							12	24	4		X												76	\$8,164	
2.7 CAC Meeting #2: Background Report			8	8	8	8											X												32	\$4,090	
2.8 Meetings with Staff			32	24	24																								80	\$10,752	
GP - Phase 3: Issues and Opportunities																															
3.1 Planning Commission/City Council Workshops	4	16	16	16	16								8				X												60	\$7,890	
3.2 Issues and Opportunities Report			24	60	24	40	40								16	16														220	\$21,960
3.3 Public Workshop #3: Issues and Opportunities	4	16	16	16	16	8							8				X												88	\$8,792	
3.4 Newsletter #3: Overview of Issues and Opportunities			16	32		8							12	8	4		X												80	\$8,532	
3.5 CAC Meeting #3: Issues and Opportunities			8	8	8	8											X												32	\$4,080	
3.6 Economic Analysis of Local Wine Industry			16	24	16																X								56	\$7,008	
3.7 Analysis of Viticulture as a Land Use Category in the GP			12	24	12																X								48	\$5,760	
3.8 Opportunities for Ancillary Employment and Business Development																					X										
3.9 Meetings with Staff			32	24	24																								80	\$10,752	
GP - Phase 4: Alternatives Report																															
4.1 Develop Range of Alternative Scenarios			24	60	24	40																							148	\$17,088	
4.2 Evaluate Growth Alternatives			32	24	8	24																							88	\$10,962	
4.3 Development of Future Traffic Forecasts																						X	X	X	X	X			176	\$17,560	
4.4 Administrative Draft Alternatives Report			24	24	16	32	32								24	24													56	\$7,248	
4.5 CAC Meeting #4: Project Alternatives			16	16	16	8											X												144	\$14,920	
4.6 Draft Alternatives Report			24	24	16	24	24								16	16													44	\$5,384	
4.7 Planning Commission/City Council Workshops	4	16	16	16									8				X												128	\$12,080	
4.8 Notice of Preparation				40	16	24	8								16	24													68	\$8,792	
4.9 Public Workshop #4: Alternatives	4	16	16	16	16	8							8				X												68	\$8,792	
4.10 Meetings with Staff			32	24	24																								80	\$10,752	
GP - Phase 5: Draft Goals and Policies Report																															
5.1 Land Use and Circulation Diagrams			24	48	16	48								60													X		196	\$21,744	
5.2 Goals, Policies, and Implementation Measures			48	80	24	80	60																						252	\$26,652	
5.3 Administrative Draft Goals and Policies Report			24	32	16	40	32								24	24						X	X	X	X	X		X	192	\$19,144	
5.4 Public Draft Goals and Policies Report			16	24	16	24	24								16	16						X	X	X	X	X		X	136	\$13,672	
5.5 Public Workshop #5: General Plan Policies	4	16	16	16	16	8							8				X												68	\$8,792	
5.6 Newsletter #4: General Plan			24	32		8							12	8	4		X												88	\$9,790	
5.7 CAC Meeting #5: Goals and Policies			8	8	8	8											X												24	\$2,832	
5.8 Meetings with Staff			32	24	24																								80	\$10,752	
EIR - Phase 1: Environmental Impact Report																															
1.1 Administrative Draft EIR			16	60	80	80	40	40	40	40	40				24	24						X	X	X	X	X		X	484	\$60,024	
1.2 Public Draft EIR			24	40	60	60	32								16	16						X	X	X	X	X		X	248	\$27,704	
1.3 CAC Meeting #6: Draft General Plan/EIR			16	16	16	16											X												64	\$8,160	
1.4 Meetings with Staff			16	24	24																								64	\$8,256	
EIR - Phase 2: Public Review																															
2.1 Planning Commission Hearings (2)	4	16	16	16	16	16							16				X												84	\$10,544	
2.2 City Council Hearings (2)	4	16	16	16	16	16							16				X												84	\$10,544	
EIR - Phase 3: Final Documents and Adoption																															
3.1 Respond to Public Comments on Draft EIR			32	32	32	40	32								16	24															\$22,136
3.2 Prepare Final EIR			24	24	24	24	24																								\$13,656
3.3 General Plan Documents Finalization	8	40	24	24	24	24	16								16	16															\$19,600
3.4 Adoption Hearings	8	16	16	16	16	16							12				X														\$10,828
3.5 Meetings with Staff			32	24	24																										\$10,752
Project Management (Includes CAC Meetings)			12	100	80																									192	\$24,432
Total hours		74	1,080	1,396	860	904	456	64	64	64	64	192	204	240	256	128	64	56	20	16	0	100	228	456	140	48	60	260	5,258		
Billing rate (2006)		\$176	\$156	\$84	\$156	\$114	\$59	\$158	\$193	\$133	\$135	\$105	\$100	\$94	\$63	\$150	\$100	\$55	\$65	\$55	\$0	\$220	\$180	\$125	\$110	\$90	\$150	\$115			
Labor Subtotals		\$13,024	\$168,480	\$117,264	\$134,160	\$103,056	\$26,904	\$10,112	\$12,352	\$8,512	\$8,640	\$20,160	\$20,400	\$22,560	\$16,128	\$19,200	\$6,400	\$3,080	\$1,300	\$880	\$22,500	\$22,000	\$41,040	\$57,000	\$15,400	\$4,320	\$9,000	\$29,900		\$913,772	
Direct Expense Subtotal (mail, production, travel)							\$10,000													\$2,535						\$6,075				\$18,610	
TOTAL COSTS (Technical Staff + Expenses)					\$691,752																										



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## Section 4.0 – Critical Assumptions





## 4.0 CRITICAL ASSUMPTIONS

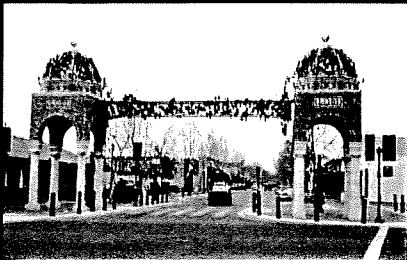
The following assumptions pertain to our proposal for this project.

- City staff will provide the Team with hardcopies of all relevant documents for the project.
- City staff will provide the Team with the electronic files for the current General Plan and EIR to prepare the update.
- The Team will meet with City staff as indicated in the tasks identified in the Scope of Work.
- Since the Housing Element was updated and adopted in 2004, no further evaluation is required. However, relevant information from this Element will be incorporated into the General Plan Update.



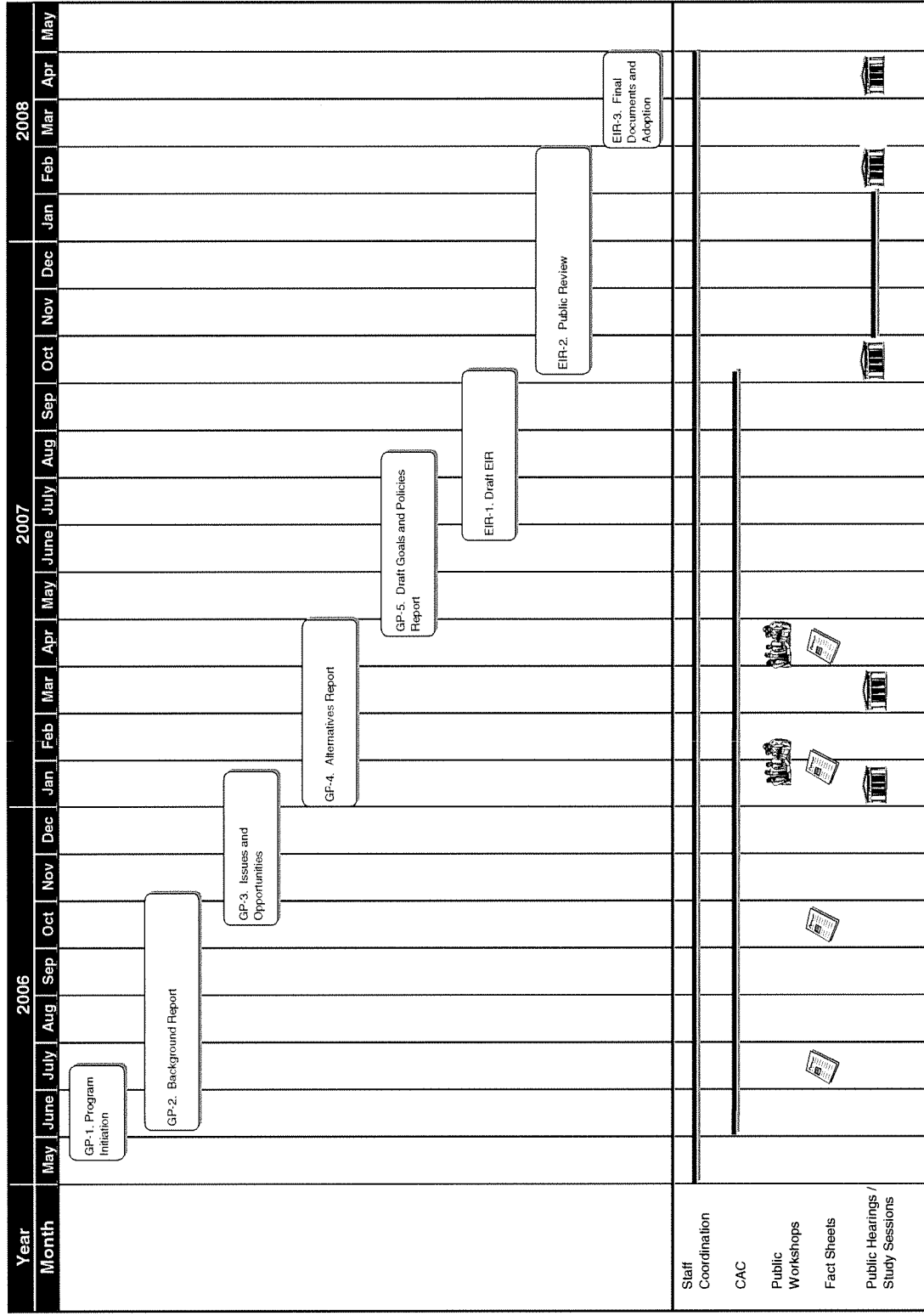


## Section 5.0 – Project Schedule



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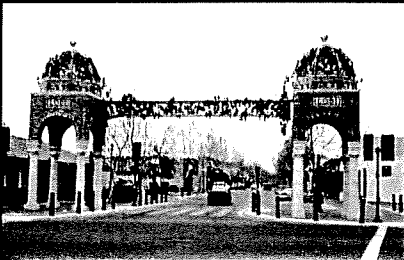


**Project Schedule**  
**CITY OF LODI GENERAL PLAN UPDATE AND EIR**



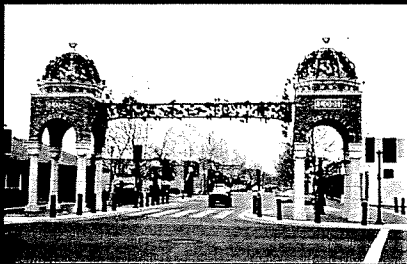
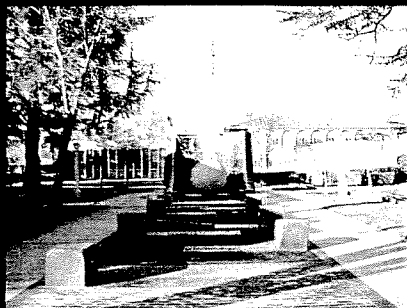


# Appendices



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## Appendix A – Key Staff Resumes





## **Joseph A. Trapasso, Jr.**

*Principal-in-Charge*

### **Areas of Expertise**

- Regulatory Analysis
- Program Management
- Air Quality Planning
- Environmental Assessments

### **Years of Experience**

With URS: 17 Years

With Other Firms: 13 Years

### **Education**

BS/Environmental Engineering/  
1973/ California Polytechnic State  
University, San Luis Obispo, CA

### **Overview**

Mr. Trapasso is the Environmental/Planning Division Manager for URS' Sacramento Office. Most of his 30 years of technical and management experience has been related to California environmental and regulatory permitting issues. He has extensive QA/QC experience, proven technical skills, seasoned judgment, and a solid record of successful project deliveries. Mr. Trapasso served as the Quality Assurance/Quality Control (QA/QC) Officer for URS' Sacramento Office for several years. In addition he has provided QA/QC functions on numerous URS projects, including on a \$14M Army Corps multi-media environmental and health/safety compliance contract, a Specific Plan and EIR for the City of Selma, and a General Plan update and EIR for the City of Merced.

Mr. Trapasso has been the Program Manager or Project Director on several studies for industry and government involving environmental assessments. These projects have frequently involved complying with requirements under the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA), regulatory review, the preparation of permits for proposed and modified facilities, regulatory impact assessments, water and air quality planning, environmental audits, storm water pollution prevention, control strategy development, health risk assessments, air toxic evaluations, state implementation plan (SIP) assistance, and design and construction management.

### **Project Specific Experience**

**Project Director, SMUD, Yolo County Annexation Project, Yolo County, CA:** Mr. Trapasso is currently serving as the Project Director for a project to conduct CEQA compliance studies for the District's proposed annex, into its service area, of the Cities of West Sacramento, Davis, and Woodland and certain adjacent portions of Yolo County. The analysis conducted for this project will be programmatic in nature to streamline subsequent environmental reviews for site-specific construction projects.

**Principal-in-Charge, City of Selma, Northeast Area Specific Plan, EIR, and Fiscal Impact Study, Selma, CA:** Mr. Trapasso is currently serving as Principal-in-Charge for the preparation of these documents. This project is being performed to ensure that the entire Northeast Area is developed in a unified way that is consistent with the intent of the General Plan (amending the General Plan, if necessary) and that the project is environmentally sound, identifies the needed services and infrastructure to support the development, identifies the necessary impact fees to address the impacts associated with the project on a cumulative level, and accommodates both property owners and the City.

**Principal-in-Charge, City of Merced, General Plan Update and EIR, Merced, CA:** Mr. Trapasso is currently serving as Principal-in-Charge for

the preparation of these documents. The General Plan Update is being conducted to address land issues that have arisen since the existing General Plan was adopted in 1997. This General Plan Update is addressing the expanded Specific Urban Development Plan boundary (SUDP) and the modified Sphere of Influence (SOI) boundary. The SOI is being adjusted to reflect the relocation of the U.C. Merced campus (and adjacent University Community) from the location designated in the 1997 General Plan to its current location and to remove areas in long-term conservation easements for wetlands preservation.

**Project Manager, Entitlement Process, Proposed Mercy Medical Center Merced, Merced, CA:** Mr. Trapasso is currently the Project Manager for this proposed project, which includes the construction of an approximately 180-bed hospital, 3-story medical office building, and other operations. Management tasks include interaction and coordination of the EIR with the City and other consultants and public outreach with City officials and the public.

**Program Manager, USACE, Multimedia Environmental and Health/Safety Compliance Services Contract, Nationwide:**

Mr. Trapasso is currently serving as Program Manager for this \$14 million project, a role he filled on the previous \$20 million U.S. Army Corps, Sacramento District, contract. These contracts serve multiple federal clients (e.g., U.S. Environmental Protection Agency, California Army National Guard, Federal Aviation Administration, National Park Service, U.S. Air Force) in a wide range of environmental areas, such as environmental permitting and assessments, EIRs, air quality and Resource Conservation and Recovery Act (RCRA) permitting, air toxic inventories and health risk assessments, environmental audits and assessments, site assessments, planning, stormwater, geographic information system (GIS) and database management systems, pollution prevention, and hazardous waste management. Most of this work is being conducted for California facilities.

**Program Manager, USACE, Environmental Compliance, Occupational Safety and Health (ECOSH) Services IDIQ Contract, Sacramento, CA:** Mr. Trapasso is currently serving as Program Manager for this \$14 million, multimedia environmental health/safety compliance services contract, a role he served on the previous \$20 million Sacramento USACE contract. These contracts are serving multiple federal clients (e.g., Environmental Protection Agency, California Army National Guard, FAA, National Park Service) in a wide range of environmental areas such as air quality and RCRA permitting, air toxic inventories and health risk assessments, environmental audits and assessments, site assessments, planning, stormwater, GIS and database management systems, pollution prevention, and hazardous waste management. Most of this work is being conducted for California facilities.



## **Jeffry Rice, A.I.C.P.**

*Project Manager / General Plan Update Task Leader*

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### **Overview**

Mr. Rice has a total of 25 years of experience as a planning and environmental professional. He has worked extensively in the public sector and for local government in California. As a result, he is well versed in planning, land use, and environmental compliance in California. His strengths are in land use planning and design, General Plans, Specific Plans, zoning codes, and design standards, as well as CEQA.

### **Areas of Expertise**

- General Planning
- Specific Plans
- Environmental Review
- Entitlement Processing

### **Years of Experience**

With URS: 7 Years  
With Other Firms: 18 Years

### **Education**

MS/Business Administration/  
1986/Cal State Long Beach  
BS/Urban and Regional Planning/  
1981/Cal Poly Pomona

### **Project Specific Experience**

**San Bernardino County General Plan:** Assistant project director on the General Plan update for the largest County in the United States. The project includes a comprehensive update of the plan as well as the inclusion of 13 community plans and the re-write of the County's Development Code. The land use element includes a Sphere of Influence analysis of 19 municipal sphere of influence areas governed by the County and designated as the anticipated growth boundary for the individual cities, looking at conflicts in land planning and development standards. The project also includes extensive use of GIS for the presentation and analysis of information.

**City of Ontario, West Haven Specific Plan EIR:** Project Manager for the preparation of an EIR for the West Haven Specific Plan Project, which includes the development of a 267-acre master planned community. The project includes 753 single-family detached units, 8.0 acres of commercial development, green belt trail, 10-acre elementary school and 5-acre park.

**City of Pomona Gateway Industrial Project MND:** Project Manager for the environmental documentation of the adaptive re-use of the 40.4 acre former General Dynamics defense industry plant in Pomona into a multi-tenant business park, retaining the original building, demising it into 6 warehouse/industrial spaces with 25 developable parcels at a 0.65 floor area ratio.

**City of Azusa Block 36 Redevelopment Project MND:** Project manager for the design of the likely maximum build out of the downtown redevelopment site and preparation of the CEQA initial study.

**Cajon Subdivision Triple Track:** BNSF is proposing to add a third track through the Cajon Pass. BNSF has hired URS to manage the initial design process more effectively so that cost estimates, a project schedule, and a preliminary design (alignment and structure types specified) are understood before further engineering plans are prepared. This preliminary engineering is being designed with environmental sensitivities incorporated into it, as much as possible, so that there is a more clear understanding of the financial burden and a reduction in potential delays in environmental document certification and resource agencies permitting



reducing the amount of project scope modifications that typically occur later in the entitlement processing, by the up front look at the project design.

**Hampton Heights Specific Plan EIR:** Coordinated the EIR for this 594-home golf course community in the Crafton Hills area of San Bernardino County. The project included Mitigation Monitoring and Reporting Program and a third party review of technical reports. A comprehensive assessment and evaluation of impacts was conducted that addressed the following key areas of concern: compatibility with adjacent land uses, annexation and sphere of influence issues, provision of public services and utilities, noise, traffic/circulation, biological resources, aesthetics, school related impacts, grading and open space.

**Fieldstone Communities EIR:** Coordinated the EIR for this 180-home project in Santiago Creek requiring coordination of County Flood Control, Army Corps of Engineers, California Department of Fish and Game, County Parks, and transportation improvements.

**Bristol Corridor EIR/EIS:** Managed this three-agency corridor project that established a redevelopment area, adopted a specific plan of use and design standards, and included a street project over a 3.9-mile corridor, including the widening of Santiago Creek bridge.

**Centerline EIR/EIS Review:** Performed third party review and provided comments for the City of Santa Ana on the light rail Centerline project proposed by OCTA.

**Main Street Concourse EIR:** The Main Street Concourse project was a 1.8 million square foot mixed-use development project requiring inter-jurisdictional coordination of traffic mitigation and improvements in the entitlement package and EIR.

**Land Use and Circulation Elements EIR:** Prepared and coordinated the program EIR for the updated Land Use and Circulation element for the City of Santa Ana.

**Midtown Specific Plan EIR:** Prepared a Programmatic EIR for the Midtown Specific Plan and area circulation improvements.

## Nick J. Trifiro, A.I.C.P.

Deputy Project Manager / General Plan Update

### Areas of Expertise

- General and Specific Plans
- Environmental Compliance
- GIS in Planning

### Years of Experience

With URS: 5 Years

With Other Firms: 6 Years

### Education

BS/Urban and Regional Planning/  
1995/California Polytechnic, San  
Luis Obispo

### Registration/Certification

2005/American Institute of  
Certified Planners/#020282

### Overview

Nick Trifiro is an Urban/Environmental Planner in the URS Sacramento office. Mr. Trifiro has over ten years of experience in the preparation of general plans, specific plans, and environmental assessment of planning projects. Mr. Trifiro has been involved in the preparation of Environmental Impact Reports and Initial Studies for cities and counties throughout California. He is currently working on a major annexation EIR for the City of Merced. For general plan programs, Mr. Trifiro has been involved in the recent round of general plan updates for the cities of Lincoln and Stockton, and the counties of Lake and Tulare.

Mr. Trifiro's expertise also extends to the application of geographic information system (GIS) techniques to planning projects. The following paragraphs provide an overview of this work.

### Project Specific Experience

**Project Planner, City of Woodland, Specific Plan and General Plan, Woodland, CA:** For the City of Woodland, Mr. Trifiro has assisted in three major planning studies. He worked on the update of the Downtown Specific Plan and a more focused area master plan. He was also involved in the development of a new Housing Element and the update of the City's General Plan. For these projects, Mr. Trifiro developed and maintained the GIS dataset for use in assessing land use alternatives and modeling to determine housing growth.

**Project Planner, Lake County General Plan Update, Lake County, CA:** For Lake County, Mr. Trifiro is working on updating the existing conditions and developing long-term goals and policies for the County's General Plan. The General Plan Update will include the integration of existing and proposed community plans, and addressing the utilization and protection of the County's natural resources, economic development, and development of agricultural resources.

**Project Planner, City of Lincoln General Plan, Lincoln, CA:** For the City of Lincoln, Mr. Trifiro is working on updating the existing conditions and developing long-term goals and policies for the City's General Plan. For the City of Lincoln, the general plan update program involves recognizing the value of the City's existing plans and focusing on providing updates where they are needed.

**Project Planner, City of Stockton General Plan, Stockton, CA:** For the City of Stockton, Mr. Trifiro is working on updating the existing conditions and developing long-term goals and policies for the City's General Plan. This update will take a comprehensive look at the social, economic, infrastructure and natural resources issues facing the community, and will work with the public to create a vision for the City's future.

**Project Planner, Tulare County General Plan Update, Tulare County, CA:** For Tulare County, Mr. Trifiro is working on updating the existing conditions, developing long-term goals and policies for the County's General Plan, and development of the Notice of Preparation. The General Plan Update will include the integration of existing and proposed community plans, addressing the utilization and protection of the County's scenic resources, and continued development of agricultural resources.

**Project Planner/GIS Analyst, City of Folsom Housing Element, Folsom, CA:** For the City of Folsom, Mr. Trifiro worked on the assessment of existing housing conditions, compilation and evaluation of available sites, and development of demographic conditions and projections for the planning area.

**Project Manager/Lead Planner, Siskiyou County Housing Element, Siskiyou County, CA:** For Siskiyou County, Mr. Trifiro worked on the assessment of existing housing conditions, evaluation of available sites, preparation of long-term goals and policies, and preparation of the Initial Study.

**GIS Analyst, Foresthill Divide Community Plan for Placer County, Placer County, CA:** For this rural Placer County community, Mr. Trifiro prepared the GIS land use and alternatives mapping for the Community Plan.

**Project Planner, Placer Vineyards Specific Plan EIR, Placer County, CA:** For this Placer County project, Mr. Trifiro conducted the land use survey, compiled landowner information, and mapped the existing land uses and parcel ownership into GIS to assess environmental impacts associated with the project.

**Project Planner, City of Merced EIR for The Dominion Annexation, Merced, CA:** Mr. Trifiro is preparing the land use analysis section of this EIR. The project includes 170 acres of mixed-use development. Significant issues include wetlands, drainage, traffic and public services. In addition, the City directed URS to evaluate the potentially cumulative land use effects of this private application, since it proposed to depart from the City's long-established "village development" land use patterns promoted by the General Plan.

**Project Planner, El Dorado County Green Valley Road Ultimate Improvements Project EIR, El Dorado, CA:** Prepared the land use analysis section for El Dorado County Green Valley Road Ultimate Improvements Project EIR. The project involved the proposed widening of a roadway is a major commuter route for Sacramento County and El Dorado County.

## Christine R. Stora

General Plan Update Assistant

### Areas of Expertise

- Environmental Monitoring and Compliance
- Field Investigation
- TAC Participation
- Planning

### Years of Experience

With URS: 3 Years

With Other Firms: 0 Years

### Education

BS/Environmental Science/2003/  
Humboldt State University

### Registration/Certification

2005/Field Construction Safety/  
OSHA 29 CFR 1926

2005/CPR and Basic First Aid

### Overview

Ms. Stora is an Assistant Planner/Environmental Scientist who has provided various services including project management support, extensive fieldwork/subcontractor coordination, health and safety coordination, CEQA compliance including EIR monitoring and compliance fieldwork. She has coordinated the development of several documents, including writing portions, integrating the work of several authors, and managing the peer review process. Ms. Stora also works with the URS Planning Group in updating city and county General Plans. Her educational background includes a field study of desert geology in Death Valley and Owens Valley, during which she identified various geological formations and researched natural history.

### Project Specific Experience

**Assistant Planner, Solano Wind Project, Supplemental EIR and Final EIR, Rio Vista, CA:** Ms. Stora assisted URS planners in regard to CEQA requirements and in preparing and distributing the Final EIR. She prepared a legal filing of EIR-related documents and assisted with CEQA-related services.

**Assistant Planner, City of Lincoln General Plan Update, Lincoln, CA:** Ms. Stora is worked with city staff, public agencies, and City subcontractors to update existing conditions for the General Plan. As one of the fastest growing cities in California, the City of Lincoln is developing a General Plan that provides for the appropriate mix of residential and commercial land uses and adequate infrastructure and public services and maintains the community's small town ambiance.

**Assistant Planner, Lake County General Plan Update, Lake County CA:** Ms. Stora has worked on the Issues and Alternatives Report for the County's General Plan. The General Plan Update will include the integration of existing and proposed community plans and address the use and protection of the County's natural resources and the development of the economy and agricultural resources.

**Co-Author, Solano Wind Project Asset Management Plan, Rio Vista, CA:** Ms. Stora is assisting with the development of a living management plan for the SMUD-Solano Wind Project (Phases 1, 2, and 3), which will included program accomplishments to date, program asset assessment including property, equipment, land management, avian management, and environmentally sensitive habitats. The Asset Management Plan will also cover CEQA planning and construction actives though the final build out of the project projected for 2012. This document will provide recommendations for managing and developing the wind resource, the property, transmission, and other associated infrastructure at the site. Recommendations for community relations and regulatory coordination will also be in the plan.

**Management Support, Solano Wind Agricultural Lease and RFP, Rio Vista, CA:** Ms. Stora is providing project management support for the agricultural lease of approximately 3,500 acres of District owned property in Solano County and the preparation of the request for proposal for bidders. Ms. Stora has conducted a site inventory (buildings, fences, roads, wells, utilities etc.) for this effort and coordinates document review, production, schedule, and progress update meetings to the URS program manager.

**Co-Author, Solano Wind Project Phase 3 Notice of Preparation (NOP), Rio Vista, CA:** Ms. Stora has co-authored the NOP and coordinated the development and the distribution of the NOP to the State Clearing House, stakeholders, State, Responsible, Trustee, Local, and Public Agencies. This work included the legal mailing and distribution as required by law under CEQA. Ms. Stora is currently tracking comments from public agencies and other stake holders.

**Assistant Planner, SMUD Annexation, Sacramento, CA:** The annexation program consists of a proposal by SMUD (Sacramento Municipal Utility District) to amend its Sphere of Influence and to annex the cities of West Sacramento, Davis, Woodland and portions of unincorporated areas of Yolo County. Ms. Stora has assisted with the legal distribution of the NOP, Draft EIR and is assisting with the Final EIR for this controversial project. Ms. Stora has assisted with research for the Draft EIR and is presently assisting with the Final EIR.

**Document Coordinator, Solano Wind Project, Phase 2 EPC Contract Support, Rio Vista, CA:** Ms. Stora has provided EIR compliance support for the District's Engineer Procure and Construct (EPC) contract document for the SMUD-Solano Wind Project Phase 2. Ms. Stora has also coordinated the contract document changes into the contract and provided document controls during negotiations. Ms. Stora is currently providing on going economic evaluation of the euro/U.S. dollar exchange rate for this contract to assess the contract's current value in the U.S. dollar since the contract amount is fixed to the euro.

**Lead Field Technician, Solano Wind Project, Phase 2 EIR Monitoring and EIR Compliance, Rio Vista, CA:** Ms. Stora has provided project management support, including budgeting, developing Project Management Plans, reviewing invoices, and coordinating subcontractors. Ms. Stora was the lead field investigator for a team assessing burrowing owl/ground nesting bird habitat and performing focused surveys at the Phase 2 site (approximately 3,000 acres). She is currently coordinating ongoing site investigations for environmental compliance including avian and wetland construction compliance monitoring at the Phase 2 site. Ms. Stora has assisted in other EIR compliance services for the Phase 2 site, including supporting legal comments to the Shiloh II EIR regarding turbine placement.



## Kevin M. Spesert

*Public Participation Task Leader*

### Overview

Mr. Spesert has extensive experience in the field of governmental affairs and community relations at the federal, state and local levels. Mr. Spesert is currently managing the Governmental Affairs operations of the Sacramento URS office in addition to providing public affairs support to several URS clients.

As a senior Congressional staff member, Mr. Spesert played a vital role in the development of several national policy initiatives including natural resource policy, Base Realignment and Closure (BRAC), national law enforcement drug control strategies, education and economic development.

Active in municipal government, Mr. Spesert is currently a Planning Commissioner for the City of Woodland where he helps to develop municipal land use and growth management planning for a city of 50,000 residents. As a Planning Commissioner, Mr. Spesert has taken a leadership role in the development of regional policies for wastewater/stormwater treatment, infrastructure development and growth management.

### Project Specific Experience

#### Government Relations/Regulatory Affairs

**Base Realignment and Closure (BRAC):** Managed the Congressional office activities at several BRAC bases including McClellan Air Force Base, Mather Air Force Base, Sacramento Army Depot and the Rio Vista Army Training Center. Developed and implemented strategies for site reuse, environmental remediation and infrastructure rehabilitation. Served as a member of the McClellan AFB Restoration Advisory Board (RAB).

**Water Resources:** Coordination of several regional policy initiatives involving the raising of Folsom and Shasta Dams, the development of new storage at Sites Reservoir and CALFED Bay-Delta program. Managed the Congressional office activities with the Sacramento River Conservation Area (SCRA) program, Yolo County FEMA Flood Plain Mapping, Colusa Basin Drainage program and Red Bluff Diversion Dam.

**Natural Resources:** Coordination of several regional policy initiatives including US Forest Service Off Highway Vehicle (OHV) policies for the Stanislaus and Mendocino National Forest, US Forest Service Roadless Rule and the Sierra Nevada Framework Plan. Managed the Congressional office activities with the Mountain County Air Quality Management Plan and Implementation.

**Planning and Land-Use:** Experienced in California Planning Law and the California Environmental Quality Act (CEQA). Experience in

### Areas of Expertise

- Governmental Affairs
- Regulatory Affairs
- Community Relations
- Media Relations
- BRAC (Base Realignment & Closure)
- Municipal Land Use & Planning
- Natural Resource

### Years of Experience

With URS: 2 Years  
With Other Firms: 6 Years

### Education

Regulatory Law Studies/  
Northwestern California University  
School of Law  
BA/Government/2002/California  
State University, Sacramento



developing General Plans and General Plan updates, Specific Plans, Zoning and Environmental Impact Reports (EIR).

**Transportation:** Coordination of several regional transportation initiatives including the Highway 99/70 improvements and expansion, Interstate 5 improvements in Glenn and Tehama Counties, Folsom Dam Road and the new Folsom Bridge, Sacramento Regional Transit funding and expansion projects and Sacramento International Airport improvements and expansion

### **Community Relations**

**Governor's Office of Planning and Research (OPR):** Served as Project Manager for the development of a statewide planning advisory handbook that provided local communities and military installations collaborative land use strategies that seeks to ensure the sustainability of California communities and military installations.

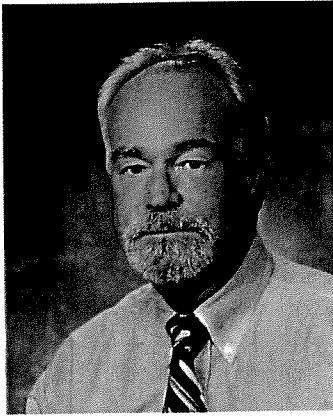
**Beale Air Force Base:** Manage the community relations activities at Beale AFB. Support included community outreach, fact sheet and newsletter development, coordination of public meetings and media relations.

**Sacramento Municipal Utility District (SMUD):** Managed the community relations program for the Supplemental Environmental Impact Report (EIR) for the Solano Wind Project. Support included public notification, fact sheet and newsletter development and community outreach activities.

**Defense Distribution San Joaquin (DDJC):** Manage the community relations program for the Environmental Restoration program at DDJC Sharpe and Tracy depots. Support includes public outreach, fact sheet and newsletter development, public meetings, media relations and professional support to the community based Technical Review Committee (TRC). Additionally, manage the development publication of the DDJC Community Relations Plan (CRP), DDJC Environmental Program Status Briefing Report and the DDJC-Sharpe Response Completion Plan (RCP).

**McClellan Aviation Museum Foundation (MAMF):** Provide project management support to the McClellan Museum Foundation fundraising program to develop a state-of-the-art interactive aviation museum and learning center at the former McClellan Air Force Base.

**Mercy Medical Center Merced:** Provide community relations support for the development and construction of a multi-service medical center. Support includes community outreach strategies, media relations, fact sheet and newsletter development and client support.



## **Michael Notestine** **MNA Principal**

### **EDUCATION**

Bachelor of Science  
Environmental Planning and  
Management, Concentration in  
Urban Planning; University of  
California, Davis, 1978

### **PROFESSIONAL AFFILIATIONS**

American Planning Association

Urban Land Institute

National Trust for Historic  
Preservation

### **APPOINTMENTS**

Planning Commission,  
City of Sacramento, 2004-Present

General Plan Advisory Committee  
City of Sacramento, 2004-2007

Planning Commission,  
City of Sacramento, 1987-96,  
Vice Chairman, 1990,  
Chairman, 1991& 1992

City of Sacramento, East  
Sacramento Traffic Advisory  
Committee, 1996

Sacramento Transit Authority,  
Strategic Plan, Community Advisory  
Committee, 1993-94

Sacramento Transit Authority,  
Congestion Management Plan,  
Community Advisory Committee,  
1992-96

Regional Transit, South Sacramento  
LRT Alignment, Citizens Advisory  
Committee, 1992-93

Sacramento Army Depot Reuse  
Commission, 1992-94

Sacramento Toxics Commission,  
Southern Pacific Clean-up  
Sub-Committee, 1991-95

Sacramento Heritage, Inc.,  
Board Member, 1991-92

Regional Transit Systems Advisory  
Committee, 1989-91

Neighborhood Development  
Corporation, 1986-89, Board  
Member and Officer

Mr. Notestine has over 25 years of extensive experience in all aspects of planning including general plans, specific plans, and regional and community plans. His expertise includes developing revitalization strategies and design guidelines for strategies for downtown communities in California's North Coast, South Coast, Central Valley, Foothill, and Sierra regions. A substantial amount of Mr. Notestine's work involves preserving and enhancing communities whose historic downtown areas and commercial corridors are facing economic pressure from commercial development away from the city center. He has worked on creating plans that encourage appropriate commercial and residential development for these areas.

Mr. Notestine is also an expert in economic development, historic preservation, urban design and encouraging community participation through workshops and charrettes. He has been an advocate for infill development and has been instrumental in the development of policies, plans, and strategies that encourage pedestrian-friendly and transit supportive communities.

In addition, Mr. Notestine is well informed on the myriad of funding sources, both government and private, available for revitalization efforts, and has frequently helped clients identify additional funding sources applicable to their projects.

### **PROJECT EXPERIENCE**

Mr. Notestine has been involved in over 35 planning projects with MNA, including Sacramento's Central City Neighborhood Design Plan, Citywide Design Guidelines in Yuba City, the Broadway & Stockton Master Plan, the City of Santa Paula's Downtown Improvement Plan, and the City of Redding's Parkview Neighborhood Revitalization Plan. He has assisted the communities of Corte Madera, Folsom, Foresthill, Grass Valley, Newcastle, Placer County, Paradise, Redding, Red Bluff, Roseville, Sacramento, Santa Paula, Walnut Grove, Willits, Willows, Woodland, and Yuba City in the preparation of Revitalization Plans and Design Guidelines. Led by Mr. Notestine, MNA's planning efforts have been rewarded with over 20 awards at the local, state and national levels, such as the Outstanding Planning Project, Planning Project of Excellence, and Outstanding Focused Issue Planning Project.

Mr. Notestine has participated in facilitating collaborative efforts by the cities of Sacramento, San Rafael, Bakersfield, Grass Valley, Santa Paula, Roseville, Walnut Grove, Benicia, North Highlands, Red Bluff, Willits, Citrus Heights, and Orangevale.



## **Brian R. Smith, A.I.C.P.**

*Environmental Impact Reports Task Leader*

### **Areas of Expertise**

- Urban and Environmental Planning and Analysis
- Experience with controversial land development projects
- Large Scale Project Planning and Implementation

### **Years of Experience**

With URS: 4 Years

With Other Firms: 24 Years

### **Education**

BA/Economics/1976/University of California, Berkeley

MA/City and Regional Planning/1978/California State University, San Diego

### **Registration/Certification**

American Institute of Certified Planners/#013443

### **Overview**

Brian Smith has 28 years experience as a land use and Environmental Planner in California, including 13 years in the San Joaquin Valley, and 15 years in Southern California. His past assignments as public agency planning manager (City of Vista Planning Director, Escondido Assistant Director) have provided him with a unique perspective to communicate effectively with agency decision makers, legal counsel and senior managers. Mr. Smith's strengths focus on project implementation and legal defensibility of controversial planning documents.

### **Project Specific Experience**

**Project Manager, City of Modesto, General Plan Update, Modesto, CA:** Responsible for comprehensive update to the City's General Plan, including Master Environmental Impact Report. This 3-year effort, with extensive public input, culminated in a plan for an ultimate population of 400,000, and significant economic development opportunities.

**Project Manager, Comprehensive (Master) EIR for the City of Fresno's General Plan Update, Fresno, CA:** Primary author of the Draft EIR; worked with City Staff to respond to public comments and prepare Final EIR and Mitigation Monitoring Plan. Worked with City Attorney to prepare findings to certify Final EIR.

**Project Manager, City of Escondido, General Plan Update, Escondido, CA:** Responsible for comprehensive General Plan Update for the City with an ultimate 250,000 population. Managed consultants preparing EIR and GP Documents.

**Project Manager, City of Merced, EIR for The Dominion Annexation, City of Merced, CA:** Project included 170 +/- acres of mixed use development. Significant issues include wetlands, drainage, traffic and public services. In addition, the City directed URS to evaluate the potentially cumulative land use effects of this private application, since it proposed to depart from the City's long-established "village development" land use patterns promoted by the Merced General Plan.

**Project Manager, Land Use Entitlement Assistance for Mercy Medical Center, Merced, CA:** URS has been retained by Catholic Healthcare West (CHW) to facilitate the construction of a major medical facility on G Street and Cormorant Drive, in a rapidly growing area of the City of Merced. URS provides CHW with program management assistance to coordinate the various members of the design team, and acts as the liaison between the City of Merced Planning Department and CHW as the private development applicant. URS has also provided extensive technical information to the City's consultant, QUAD/Knopf Associates, as they prepare the EIR for this medical center project.

**Project Manager, Program EIR for San Bernardino County, California General Plan Update:** Currently directing the preparation of the Program Environmental Impact Report for this comprehensive General Plan Update, and providing significant policy direction on the General Plan document. San Bernardino County, at 13 million acres, is the largest County in the United States, and is extremely diverse from cultural, topographic, and geographic perspectives.

**Project Manager, General Plan Update and Program EIR, City of Merced, CA:** The City is comprehensively updating its General Plan to accommodate, among other things, the future land use and growth implications of the full buildout of UC Merced, the tenth University of California campus (25,000 students in the next 30 years). Expected population buildout of the Merced community is approximately 300,000. The City will be exploring its future geographic and infrastructure capacity limits to the target year of 2035.

**Project Manager, Northeast Specific Plan and Program EIR, City of Selma, CA:** The City, current population 22,000, is considering requests for development that could double its population and City boundaries within 10 years. Mr. Smith is managing a Specific Plan, EIR, and Fiscal Impact Analysis process to ensure that such growth does not overwhelm the City's physical and fiscal ability to supply public services to that expanding population.

**Project Manager, EIR for WalMart SuperCenter/Regional Commercial Center, City of Selma, CA:** The project consists of construction of a retail commercial center, with a maximum of approximately 400,000 gross square feet of floor area, on approximately 40 acres. CEQA review documents for such projects are routinely scrutinized by the local community and challenged by such disparate groups as labor unions and economic competitors. URS Project Manager Brian Smith worked extensively with the Selma City Attorney and City staff to prepare the resolution certifying the Final EIR and adopting a Statement of Overriding Considerations.

**Project Manager, City of Woodland, Environmental Review for Expansion of the Wastewater Treatment Plant, Woodland, CA:** Directed preparation of Initial Study/Mitigated Negative Declaration for expansion of WWTP from 7.4 to 10 mgd. Primary issues faced included growth inducement, flooding, biology.

**Project Manager, Village One Specific Plan Amendments, Modesto, CA:** Responsible for amendments to this 8000 unit, 1800-acre master planned community. The challenge was to revise public facility and design requirements to keep the project financially feasible, yet maintain the "neo-traditional" integrity of the original design.

## Rod Jones

*Environmental Impact Reports*

### Areas of Expertise

- Strategic Planning
- Staffing, Resource Planning
- Management, Change Management
- Lean Manufacturing
- Contract Management

### Years of Experience

With URS: >1 Years

With Other Firms: 11 Years

### Education

BA/Master of Planning and Development Studies/1998/  
University of Southern California

Environmental Policy/1989/  
California State University of  
Hayward

### Overview

Mr. Jones is a Senior Planner for the URS' Sacramento office. Most of his 12 years of planning experience has been related to environmental land use planning, long-range planning, redevelopment, community and economic development, and military planning. Mr. Jones has served as an Environmental & Urban Planner and managed California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) projects.

### Project Specific Experience

**Military Planning Consultant, General Plan, Goldsboro, NC, Seymour Johnson Air Force Base, T&M Contract through US Army Corps of Engineers/U.S. Air Force Air Combat Command, 2006, \$300K:** Developed long-range land use options for military base.

**Project Manager, Richmond Redevelopment Agency Project Areas Amendments and Mergers Environmental Impact Report (EIR), Richmond, CA, City of Richmond, 1995:** Developed and implemented community and economic development projects for the City of Richmond.

- Managed Redevelopment Agency EIR contract
- Assured project stayed within budget and on time
- Presented project to Redevelopment Agency Board (Mayor & City Council) and community

**Assistant Environmental Planner – Advanced Planning, CAETC Hazardous Waste Storage and Transfer Facility Expansion, Richmond, CA, City of Richmond, 1996:** Managed advanced planning and & environmental development projects for the City of Richmond.

- Liaison between city, applicant (California Advanced Environmental Technology Corporation) and community
- Collaborated with Bay Area Air Quality Management District & Environmental Protection Agency (EPA) regarding review of proposed facility expansion
- Created and facilitated Communication and Information Panel to oversee project expansion and disbursement of annual \$25,000 community grant
- Facilitated Panel in developing mitigation measures for project
- Held monthly project status meetings with City Council regarding facility expansion

**Assistant Environmental Planner – Advanced Planning, Richmond Planning Department Environmental Consultant List, Richmond,**



**CA, City of Richmond, 1994-1996:** Managed advanced planning and & environmental development projects for the City of Richmond.

- Facilitated environmental consultant selection process for three years
- Reviewed proposals from perspective environmental consultants
- Facilitated interview process
- Assembled interview team of representatives from Fire, Public Works and Building Regulations
- Prepared staff report with recommendations for City Council approval
- Presented staff report at City Council meeting
- Executed contract with environmental consultants

**Assistant Environmental Planner – Advanced Planning, Richmond South Shoreline EPA Brownfields Grant, Richmond, CA, City of Richmond, 1994:** Managed advanced planning and & environmental development projects for the City of Richmond.

- Awarded \$100K grant by EPA for south shoreline Brownfields Pilot Program
- Prepared EPA grant application
- Facilitated round-table meetings with south shoreline property owners

**Assistant Environmental Planner – Advanced Planning, Richmond General Plan Revision, Richmond, CA, City of Richmond, 1992-1994:** Managed advanced planning and & environmental development projects for the City of Richmond.

- Developed goals and policies for Safety, Noise and Household Hazardous Waste Elements
- Met with internal departments and city officials for feedback and support
- Facilitated six community workshops with public to receive additional feedback

**Assistant Environmental Planner – Advanced Planning, Richmond Community Noise Ordinance, Richmond, CA, City of Richmond, 1994:** Managed advanced planning and & environmental development projects for the City of Richmond.

- Developed and implemented Richmond's first community noise ordinance
- Presented project to neighborhood councils and community organizations

## EXPERIENCE

### Travel Demand Forecasting

Conducted assessments of travel demand for highway and transit modes using the TP+/VIPER/Cube, TransCAD, EMME/2 and MINUTP modeling systems, in support of Major Investment Studies, project development studies, local plan preparation and traffic impact analyses. Projects include:

- State Route 4 East PR/ED, Contra Costa County, CA
- Downtown Multi-Modal Access Plan, Denver, CO
- San Ramon General Plan, San Ramon, CA
- Oakley General Plan, Oakley, CA
- I-680 Auxiliary Lane PR/ED, Contra Costa County, CA
- North Metro Transportation Study, Denver, CO
- Southeast Corridor (Light Rail) Environmental Impact Study, Denver, CO

### Travel Demand Model Development

Developed new travel demand models for cities and counties using the TP+/VIPER/Cube and TransCAD modeling systems. The new models are being used to support long-range planning activities, project development studies, and traffic impact analyses. Projects include:

- Tuolumne County Travel Demand Model (TransCAD)
- City of Stockton Travel Demand Model (TP+/Cube)
- Merced County Travel Demand Model (TP+/Cube)

### Integrated Land Use/Transportation Studies

Developed comprehensive plans and specific plans for growing cities, as well as for new towns such as the community surrounding the planned tenth campus of the University of California. Projects include:

- University of California, Merced, Community Plan and Campus Master Plan
- Stockton General Plan, Stockton, CA
- Oakley General Plan, Oakley, CA
- Hercules District Plan, Hercules, CA

### Traffic Impact Fee Studies

Developed AB 1600-compliant traffic impact fee programs for cities and regions to fund the construction of infrastructure necessary to support new development. Projects include:

## EDUCATION

- Master of City Planning with emphasis in Transportation Planning, University of California, Berkeley, 1996
- Master of Science in Engineering (Civil), University of California, Berkeley, 1996
- Bachelor of Arts in American Studies (summa cum laude), Wellesley College, 1991

## AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association (APA)
- Women's Transportation Seminar (WTS)
- Institute of Transportation Engineers (ITE)

## PRESENTATIONS

- *Multi-Jurisdictional Impact Fees as a Funding Solution*, WTS National Conference, 2006
- *Reconciling New Urbanism and Traffic Engineering: Calthorpe's Urban Network Concept*, APA National Planning Conference, Denver, 2003
- *Tools for Creating Compatible Transportation and Land Use*, APA Statewide Conference, Sacramento, 2001

- East Contra Costa County Regional Transportation Impact Fee
- City of Oakley Transportation Impact Fee
- City of Pittsburg Transportation Impact Fee
- San Joaquin County Regional Transportation Impact Fee
- City of Emeryville Traffic Impact Fee
- City of Redwood City Traffic Impact Fee

### **Environmental Impact Reports**

Prepared transportation impact sections of environmental documents for projects ranging from large-scale residential and office/industrial developments to highway improvement projects. Projects include:

- UC Merced Community Plan EIR and Campus Long Range Development Plan EIR
- Stockton General Plan EIR, Stockton, CA
- March Lane Specific Plan EIR, Stockton, CA
- Alamo YMCA EIR, Contra Costa County, CA
- SR 49 Sutter Creek Bypass EIR/EIS, Amador County, CA
- Benicia Business Park EIR, Benicia, CA
- Vista del Mar (Residential/Commercial) EIR, Pittsburg, CA

### **Smart Growth Planning Studies**

Assisted in developing innovative modeling tools (INDEX, Smart Growth INDEX) for the Environmental Protection Agency and regional planning organizations to evaluate transportation effects of proposed growth policies.

## E.J. Koford

*Biological Resources*

### Areas of Expertise

- Biological Analyses for Terrestrial and Aquatic Species
- Water Quality Analysis
- EIR/EIS/AFC Preparation
- Section 404, 401 Permitting
- Section 7/10 Consultations
- Wetland Delineation
- Habitat Conservation Planning
- FERC Permitting
- HEP Analysis
- CEQA Documentation

### Years of Experience

With URS: 1 Years

With Other Firms: 18 Years

### Education

MS/Ecology/1987/University of California, Davis

BA/Zoology/1977/University of California, Berkeley

### Registration/Certification

1990/Certified Wildlife Biologist/  
The Wildlife Society

1989-1999/Certification for  
Hazardous Waste Operations

1989/Certification for Hazardous  
Waste Site Managers

### Overview

Mr. Koford has more than 18 years of experience in preparing environmental permitting documents, wildlife and fisheries investigations, threatened and endangered species surveys, EIS/EIRs, water quality evaluations, and environmental regulatory compliance with requirements of CEC, FERC, SMARA, CERCLA, RCRA, NEPA and CEQA. He has performed field surveys in 18 states and countries. He has consistently assisted clients in developing creative solutions to potential environmental problems affecting wildlife and water quality.

### Project Specific Experience

**Project Manager, Land Application of Class A EQ Biosolids Master EIR, City of Modesto, CA:** Deputy Project manager and technical lead for water quality and biology to prepare complex programmatic EIR dealing with the potential statewide application of biosolids generated by Modesto's wastewater treatment plant. EIR subject was controversial and City of Modesto anticipated that the Farm Bureau and others would likely litigate. Therefore the NOP, the EIR, the responses to comments, final EIR and hearings were all crafted to prepare for potential litigation and to ensure that all aspects of CEQA had been fully addressed. The Farm Bureau did file to litigate the project, but dropped the pursuit soon after. Subsequently the State Water Resources Control Board prepared a parallel document to address the land application of biosolids. Project required an understandable and defensible technical discussion of impacts to water quality, human health, soils, air quality, land use.

**Program Manager, San Joaquin River Parkway Master Plan Program EIR, San Joaquin River Conservancy, CA:** Responsible for biological and water quality analysis. Issues included several endangered species, and extensive in-channel gravel mining.

**Program Manager, Deer Creek Hills General Amendment EIR, Sacramento County Department of Environmental Review and Assessment, CA:** Responsible for biological and water quality analysis for 4,500-acre proposed rezoned area for residential development. Project was controversial in that it would affect a large area designated as a significant natural area in the general plan, was outside the designated Urban Services Boundary, and would use an innovative conjunctive use water system diverting water from the Cosumnes River. The Cosumnes is already over-allocated, and is the site of significant biological resources.

**Program Manager and Technical, Biological Constraints Analysis and Strategic Permitting Support for Three Potential Central Valley Power Plant Sites, Tracy, Lathrop, Lodi, CA:** Prepared biological constraints analysis, field surveys and permitting advice for potential cogeneration facilities in Central Valley. Included wetlands, endangered species, water quality, water supply and compliance issues.



**Technical Lead, Devil's Nose/Cross County Water-Power Project, FERC License Application, Amador County, CA:** As technical lead for biology, Mr. Koford prepared spotted owl and bald eagle surveys for impact analysis of proposed hydroelectric development. Location, mapping, and habitat quality verification for spotted owl habitat to replace that inundated by reservoir. Habitat verification consisted of review of aerial photographs, vegetation, and use maps and ground truthing.

**Task Leader, Cogeneration/Desalination Project, Glenwood Springs, CO:** Responsible for assessing biological impacts, including T&E species, wildlife, non-game species, critical habitat avoidance and mitigation for cogeneration/desalination project that included transmission line routing and environmental assessment. Included extensive agency consultations/coordination and field surveys.

**Technical Lead, San Joaquin River Parkway Master Plan Program EIR, San Joaquin River Conservancy:** Mr. Koford was the technical lead for biology and/or water quality planning project.

**Technical Lead, Hewlett-Packard Master Plan:** Mr. Koford was the technical lead for biology and/or water quality planning project.

**Technical Lead, North Roseville Specific Plan EIR, Roseville, CA:** Mr. Koford was the technical lead for biology and/or water quality planning project.

**Technical Lead, Deer Creek Hills General Amendment EIR:** Mr. Koford was the technical lead for biology and/or water quality planning project.

**Technical Lead, Sierra Ski Ranch Expansion EIR/EIS:** Mr. Koford was the technical lead for biology and/or water quality planning project.

## Anja A. Kelsey

*Biological Resources*

### Areas of Expertise

- Federal and State Regulatory Affairs
- Federal and State Government Relations
- Marketing and Media Relations
- BRAC (Base Realignment & Closure)
- Federal Energy Policy Development/ Implementation/ Oversight
- FERC Regulatory Reform
- Agricultural and Natural Resource Policy Development/ Implementation/ Oversight
- Water Quality and Ground Water Remediation, NPDES Permitting Requirements
- Air Quality Management
- Transportation Improvement Plans (MTIP, STIP)
- Speech and Grant Writing
- Press Releases/Media Advisories

### Years of Experience

With URS: 1 Years  
With Other Firms: 4 Years

### Education

BS/Biological Sciences, Minor in Chemistry/2002/University of the Pacific

### Overview

Ms. Kelsey has extensive experience in the fields of both Federal and State regulatory and governmental affairs. She has a strong background in biology, chemistry, and biochemistry, giving emphasis to technical policy development primarily at the Federal and State levels. Her experience in Federal and State regulatory affairs has included the development of Rules and Regulations for numerous Federal Agencies including; U.S. EPA, USDA, DoI, DoE, and DoT. As a Senior Congressional policy advisor, Ms. Kelsey played a central role in the development of several national policy initiatives including U.S. ACOE regulatory reform, Tribal Gaming reform, FERC regulatory reform, National Farm Bill implementation, Groundwater and Wastewater regulations, U.S. EPA/DoD Perchlorate remediation strategy, and U.S. EPA Air Quality Management Plan implementation. Ms. Kelsey was also responsible for oversight of all Federal authorizations and Federal appropriations in the above issue areas for California's Third District. Ms. Kelsey's experience also includes Marketing and Media relations, coordination and development of community outreach programs, organization of Public forums and planning meetings.

### Legislative and Government Affairs/Regulatory Reforms

Introduction of Original/Original Co-sponsorship Legislation:H.R. 901 – The Folsom Dam Bridge Bill; authorizing the Bureau of Reclamation in conjunction with the Department of the Interior, to construct a new bridge west and adjacent to the Folsom Dam, Folsom, California.

H.R. 6 –Energy Policy Act of 2003; to enhance energy conservation and research and development, to provide for security and diversity in the energy supply for the American people.

H.R. 2828 –The Water Supply, Reliability, and Environmental Improvement Act; CAL-FED Bay Delta Authorization.

H.R. 3242 –The Specialty Crop Competitiveness Act; to enhance domestic production of U.S. specialty crop producers in the areas of international trade, pest and disease exclusion, and marketing. Initiated hearings in the Livestock and Horticulture Subcommittee of the House Agricultural Committee entitled, "Review of Domestic Agricultural Policy for the Specialty Crop Industry." And a subsequent hearing in the Subcommittee on Energy Policy, Natural Resources, and Regulatory Affairs of the House Government Reform Committee entitled, "Problems Facing the Specialty Crop Industry."

Introduced in the United States Senate as S.2902 and became Public Law 108-465.



Natural Resources Policy Development; Off-Highway Vehicle Management, EIR/EI-National Park Service, and DoI.

EPA-Perchlorate Remediation Strategy –development and implementation of federal action plan for public education and industry regulatory standards.

### **Project Specific Experience**

**Senior Technical Advisor, Long-term Water Supply Contract**

**Renewals:** U.S. Bureau of Reclamation, Central Valley Project, Indefinite Delivery, Indefinite Quantity Contract.

**Senior Technical Advisor, Agricultural Biological Monitoring**

**Program:** Regulatory assistance to agricultural producers.

**Regulatory Compliance Specialist, North of the Delta Offstream Storage Investigation, Initial Alternatives Report, San Joaquin, CA:**

As a regulatory compliance specialist, Ms. Kelsey was responsible for the initial Alternatives Report, the CALFED Project Implementation and the Federal and State facilitation

**Technical Advisor, Delta-Mendota Canal Recirculation Inter-tie**

**Feasibility Investigation:** CALFED Project Implementation, Federal and State facilitation.

**Deputy Project Manager, Sacramento Municipal Utility District (SMUD) Yolo County Annexation and Sphere of Influence**

**Amendment, Sacramento, CA:** As Deputy Project Manager, Ms. Kelsey responsibilities included preparation of the Environmental Impact Report (EIR) and assisting in the development of the Draft Master Plan.

**Regulatory Compliance Specialist, Sacramento International Airport Master EIS/EIR Planning Assistance, Sacramento, CA:** Responsible for all NEPA/CEQA Regulatory Compliance standards

**Technical Advisor, SMUD Solano Wind Project, EIR Monitoring and CEQA/NEPA Regulatory Compliance, Solano, CA:** As the technical advisor, Ms. Kelsey advised on EIR Monitoring and CEQA/NEPA Regulatory Compliance for the SMUD Solano Wind Project.

**Technical Advisor, Sacramento Regional Sanitation District Upper Northwest Inceptor Project, Environmental Assessment, CEQA/NEPA Regulatory Compliance Standards, Sacramento, CA:** Ms. Kelsey served as the technical advisor responsible for the Environmental Assessment and CEQA/NEPA Regulatory Compliance Standards.



**mark brodeur FIUD**  
director,  
urban revitalization

## 28 years of experience


### education

*B.S., Landscape Architecture,  
S.U.N.Y.  
College of Environmental Science  
& Forestry*

*Graduate Studies, Urban Design  
and Architecture, University of  
Massachusetts, Amherst*

### professional affiliations

*\*Fellow, Institute for Urban Design*



*Vice President, California  
Downtown Association*

*Member, Congress for the New  
Urbanism*

*Member, American Planning  
Association*

*Member, National Trust Main  
Street Center*

*Member, California  
Redevelopment Association*

*Member, California Preservation  
Foundation*

*Member, California Historic Route  
66 Association*

Throughout Mark's twenty-eight years of urban design and planning experience, he has focused on the "revitalization" of downtowns, outdated commercial corridors and neighborhoods. Rather than concentrate on various areas of urban planning, Mark prefers to work on urban revitalization in neglected areas of our communities. He also prefers to work with public agencies, as both share a desire to improve and recycle existing urban and town environments.

Mark has assisted over 150 communities, from Marco Island, Florida to Roseburg, Oregon to Chula Vista, California. He was influenced in his formative years in the urban historic downtown areas of New England. His first professional positions were as a revitalization-focused city planner in two such towns.

Mark cites a distinct preference to reduce consumption of less constrained greenfield areas by redesigning and intensifying the urban area to function more efficiently.

### relevant project experience

#### specific plans

- Village Specific Plan, Big Bear Lake, CA
- Downtown Specific Plan Design Guidelines/Streetscape, Encinitas, CA
- Downtown Specific Plan, Escondido, CA
- Orange Avenue (downtown) Specific Plan, Coronado, CA
- Historic Downtown Specific Plan, Murrieta, CA
- Downtown Specific Plan, Pismo Beach, CA
- Downtown Specific Plan, Redding, CA
- Old Town Specific Plan, Temecula, CA
- Downtown Specific Plan, Temple City, CA
- Downtown Revitalization Specific Plan, Corona, CA
- Downtown Specific Plan, Lompoc, CA
- Downtown Specific Plan, Galt, CA
- First Street Specific Plan, Tustin, CA
- North Montclair Specific Plan, Montclair, CA
- Foothill Boulevard Specific Plan, Rancho Cucamonga, CA

#### design guidelines

- Yucaipa Freeway Corridor Specific Plan Design Guidelines, Yucaipa, CA
- Historic Downtown Design Guidelines, Eureka, CA



**downtown solutions**



**mark brodeur FIUD**  
director,  
urban revitalization

- Citywide Urban Design Guidelines, Huntington Beach, CA
- Downtown Zoning & Design Guidelines, Arcadia, CA
- Citywide Design Guidelines and Update, Temecula, CA
- Old Escondido Historic District Design Guidelines, Escondido, CA
- Citywide Design Guidelines, Westminster, CA
- Citywide Design Guidelines, Simi Valley
- Citywide Design Guidelines, Murrieta, CA
- East Washington Blvd Design Guidelines, Culver City, CA
- Downtown Design Guidelines, Blythe, CA
- Citywide Design Manual, Corona, CA
- Community Design Plan, San Martin, CA
- Main Street Historic District Design Guidelines, Yuma, AZ
- Community Design Plan, Templeton, CA
- Citywide/Downtown Design Guidelines, Henderson, NV
- Town Center Design Guidelines and Facades, Bellflower, CA
- Uptown Design Guidelines, Sedona, AZ
- C-R Area Design Guidelines Manual, Anaheim, CA
- Menifee Design Guidelines, Menifee, CA
- Goodyear Citywide Design Guidelines, Goodyear, AZ

#### **corridor revitalization**

- El Toro Road Revisioning Project, Lake Forest, CA
- Prescott Valley Parkway Redevelopment Plan, Prescott Valley, AZ
- Hawthorne Boulevard Specific Plan, Torrance, CA
- North 101 Corridor Specific Plan, Encinitas, CA
- Barton Road Corridor Specific Plan, Grand Terrace, CA

#### **vision plans**

- Palomar Transit Oriented Development Plan, Chula Vista, CA
- Vision Plan for the Imperial-Commercial Corridor, San Diego, CA
- Granite Creek (Downtown) Vision Plan, Prescott, AZ
- Downtown Vision Plan, Santa Ana, CA
- Shiloh Road Urban Code, Windsor, CA
- Downtown Master Plan & Vision, Roseburg, OR
- Downtown Vision Plan and Revitalization Strategy, Kennewick, WA
- 20/20 Downtown Vision Plan, Yuma, AZ
- Downtown Hemet Vision Plan, Hemet, CA

#### **downtown code**

- Town Center Smart Code Regulations, Yorba Linda, CA
- Chula Vista Urban Core Specific Plan, Chula Vista, CA



**downtown solutions**



**mark brodeur FIUD**  
director,  
urban revitalization

#### **streetscape | urban design**

- Downtown Urban Design Program, Lomita, CA
- Route 66 (Foothill Blvd) Streetscape Design Project, Rancho Cucamonga, CA
- Downtown Streetscape Plan, Azusa, CA
- Downtown Central Plaza / Convertible Street Design, Fullerton, CA
- Downtown Core Public Spaces Project, Huntington Beach, CA
- City of Solana Beach Eden Gardens Streetscape Master Plan, Solana Beach, CA
- City of Paso Robles City Entry Signs, Paso Robles, CA
- Territorial Pedestrian Mall Redesign, Yuma, AZ
- Downtown Streetscape Plan, Tustin, CA
- Chester Avenue (downtown) Streetscape Plan, Bakersfield, CA
- Main Street Revitalization Program, San Bernardino, CA
- Fourth Street Urban Design Plan, Reno, NV
- Town Center Urban Design Program, Mesa, AZ
- Mission Street Urban Design Plan, Buena Park, CA
- Media District Master Plan of Public Improvements, Burbank, CA
- NOHO Arts District Streetscape Design Program, North Hollywood, CA
- McClintock Blvd. Streetscape Plan, Lake Havasu, AZ

#### **other projects**

- Single-Family Code Amendments, Downey, CA
- Evergreen-Front Urban Design Concept, Medford, OR
- Downtown Streetscape Master Plan, Pacific Beach, CA
- Balboa Sign Overlay, Newport Beach, CA
- Downtown Revitalization Strategy, Inglewood, CA
- "Connections" Downtown Strategic Plan, Mesa, AZ
- Residential Zoning & Design Standards, Redondo Beach, CA
- Residential Design Guidelines Manual, Gulfstream, FL



**downtown solutions**

## Brian W. Hatoff, R.P.A.

*Cultural Resources*

### Areas of Expertise

- Cultural Resource Management
- Section 106, NHPA Compliance
- Prehistoric Archaeology

### Years of Experience

With URS: 14 Years

With Other Firms: 16 Years

### Education

MA/Anthropology/1974/  
University of California, Davis

BA/Anthropology/1971/  
University of California, Davis

### Registration/Certification

1999/Registered Professional  
Archaeologist/CA/Exp. 12/2005

### Overview

Mr. Hatoff has over 30 years of experience in the management of cultural resources with specialized expertise in the prehistoric archaeology and ecology of California and the Great Basin. He held primary responsibility for the management of cultural resources on 5.5 million acres of public lands in western Nevada and eastern California. In this role, he handled a wide array of undertakings including preparation of EIS/EA documentation, Section 106 compliance/evaluation/ review, Native American consultations pursuant to provisions of the American Indian Religious Freedom Act, cultural resource permitting, contract development and administration, preparation of cultural resource management plans for cultural and paleontological resources, and technical document preparation.

As a Senior Project Archaeologist in URS' cultural resources group Mr. Hatoff has recently managed several major cultural resource studies in support of NEPA and CEQA-driven projects. Most recently he completed preparation of the cultural resources technical report and cultural resources and paleontology environmental report sections for California Energy Commission Applications for Certification at numerous locales in California. Representative project experience includes the following:

### Project Specific Experience

**Cultural Resources Specialist, Sunrise II Power Project, Chevron-Texaco, Kern County CA, 2001-Present, \$1M+:** Directed cultural and paleontological resources components of California Energy Commission Application for Certification (AFC). Served as designated Cultural Resources Specialist for the compliance phase of the project. Conducted field surveys, testing program and provided oversight for preparation of the cultural resources technical reports and cultural resources and paleontology AFC sections.

**Cultural Resources Specialist, Henrietta Peaker Project – GWF Power Systems, Kings County, CA, 2002-2003, \$650k:** Directed cultural and paleontological resources components of California Energy Commission Application for Certification (AFC). Conducted field surveys and prepared cultural resources technical report and cultural resources and paleontology AFC sections. Directed construction compliance phase for cultural resources.

**Cultural Resources Program Manager, Lower Guadalupe Flood Control Project - Santa Clara Valley Water District, Santa Clara County, CA, 2001-Present, \$250k:** Cultural resources program manager for levee enhancement project; directed archaeological survey program and identified testing requirements for project.



**Project Manager, Littlerock Dam and Reservoir Restoration Project, Los Angeles County, CA, Littlerock Irrigation District, 1991-1992, \$1.8M:** EIS/EIR interim project manager, cultural resources task manager - responsible for all environmental permitting aspects of project including coordination of Section 404 requirements.

**Cultural Resources Specialist, Los Vaqueros Reservoir Project, Contra Costa County, CA, Contra Costa County Water District, 1992, \$40k:** Special assistant to prime contractor, J.M. Montgomery Engineers. Assisted in successful preparation of multi-component document submitted to SHPO containing research design, site evaluations and findings of effect, and provide client technical guidance with Section 106 compliance issues.

**Cultural Resources Task Manager, Route 4/I-680 Interchange Project, Contra Costa Transportation Agency, 2003 – 2004, \$1.3M:** Directed cultural resources studies (ASR, HRER, HPSR) in support of a highway improvement project in Contra Costa County.

**Cultural Resources Task Manager, Campus Parkway Project - Merced County Department of Public Works, 2001 – 2003, \$1.4M:** Directed cultural resources studies (ASR, HASR, HPSR) in support of a proposed road construction project in Merced County, CA under the aegis of Caltrans' Local Assistance Program.

**Cultural Resources Specialist, Tasman Light Rail Corridor Project - Santa Clara Valley Transportation Authority, Santa Clara County, CA, 2000, \$100k+:** Directed archaeological excavations at archaeological site SCL-12; wrote 66 page interpretive book on archaeology and ethnohistory in Santa Clara County; direct archaeological monitoring program during Tasman Corridor construction.

**Cultural Resources Specialist, West Kern Water District Pipeline Projects – West Kern Water District, Kern County CA, 2002, \$50k:** Co-directed cultural resources surveys of proposed pipeline routes near Taft, CA. Provided oversight for preparation of the cultural resources technical reports.

**Cultural Resources Asst. Task Manager, Mojave Pipeline Northward Expansion - Mojave Pipeline Company, CA, 1992-1994, \$950k:** Comprehensive Class I Cultural Resources Overview for proposed 560-mile natural gas pipeline (documents prepared for FERC, BLM, and responsible for preparation and implementation of Class III technical report, California State Lands Commission, and California OHP).

**Cultural Resources Asst. Task Manager, McClellan AFB National Register District Revision, USACE, Sacramento District, CA, 1996, \$75k:** Provided technical oversight and coordination for review of McClellan AFB to incorporate WW II-era structures into a revised Historic District. Effort culminated in Final Report with recommendations to USACE.

## Jason D. Jones

Cultural Resources

### Areas of Expertise

- Urban and Regional Planning
- Disaster Mitigation Planning
- Architectural History
- Historic Preservation
- Archival Research
- Linguistics

### Years of Experience

With URS: <1 Years

With Other Firms: 8 Years

### Education

MA/Asian Studies-Urban Planning  
Focus/2002/University of Hawaii  
at Manoa

Graduate Certificate/Historic  
Preservation/2002/ University of  
Hawaii at Manoa

BA/Asian Studies/1995/  
University of Hawaii at Manoa

### Overview

In addition to 12 years experience as an Asia scholar, Mr. Jones has 6 years of experience in the study and practice of architectural history and historic preservation in North America, the Pacific and Southeast Asia. His experience ranges widely and includes: writing nominations to the National Register of Historic Places for outstanding examples of Honolulu vernacular architecture; teaching students and professionals from 5 ASEAN countries about preservation law at a Bangkok field school; conducting archival research in France and Cambodia on social movements affecting colonial urban planning in the former colonies of French Indochina. Since beginning work at URS, Mr. Jones has been involved in proposal writing, preparing initial studies to meet CEQA requirements, architectural evaluation of municipal buildings as part of the Federal Emergency Management Agency's (FEMA) Pre Disaster Mitigation (PDM) Program, evaluating hazard mitigation plans for FEMA's Hazard Mitigation Grant program and processing appeals of FEMA Public Assistance program determinations.

### Project Specific Experience

**Marin Municipal Water District Tank Replacement Program, Marin County, CA:** Prepared CEQA initial study/negative declarations for tank replacement projects at Goodhill Road, Mesa Vista, Kent Fire Trail, and Beacon Hill in Marin County.

**FEMA Hazard Mitigation Grant Program – Saint Mary's Medical Center, Apple Valley, CA:** Prepared and submitted architectural analysis of potentially historic building as part of FEMA's PDM program. Gained State Historic Preservation Officer (SHPO) concurrence on architectural analysis.

**FEMA Pre Disaster Mitigation Program, Cal Poly Pomona, CA:** Prepared and submitted architectural analysis of potentially historic building as part of FEMA's PDM program. Gained State Historic Preservation Officer (SHPO) concurrence on architectural analysis.

**FEMA Pre Disaster Mitigation Program, BART Train Operations Center, Oakland, CA:** Prepared and submitted architectural analysis of potentially historic building as part of FEMA's PDM program. Gained State Historic Preservation Officer (SHPO) concurrence on architectural analysis.

**FEMA Pre Disaster Mitigation Program, Cultural Resources Technical Report for Cambria Flood Control Project, Cambria, CA:** Coordinated, edited and assembled team materials for production of a Cultural Resources Technical Report for Cambria Flood Control Project.

## C.N. "Raj" Rangaraj, Ph.D.

*Air Quality*

### Areas of Expertise

- Emission Estimation
- Dispersion Modeling
- Health Risk Assessment
- Regulatory Compliance
- Air Quality Analysis
- Quality Assurance
- Six Sigma

### Years of Experience

With URS: 14 Years  
With Other Firms: 12 Years

### Education

MBA/2000/UCLA  
PhD/1988/Environmental  
Engineer/University of Florida  
ME/1988/Environmental  
Engineer/University of Florida  
BE/1977/Mechanical  
Engineer/Birla Institute of  
Technology & Science/India

### Registration/Certification

1991/Registered Mechanical  
Engineer/CA  
2004/SCAQMD Rule 403  
Certification/CA

### Overview

Dr. Rangaraj's responsibilities include technical support of air quality projects, business development, and QA/QC process development and execution. During his career, his responsibilities have included:

- General business management and air quality project management responsibilities at URS Corporation,
- Market analysis, process improvement, and acquisition of performance feedback from partners at Sun Microsystems,
- Air quality permitting responsibilities at South Coast Air Quality Management District, and
- Air quality research responsibilities at Air Pollution Technology, Inc. and the University of Florida

Dr. Rangaraj has provided air quality analysis and compliance support (viz., health risk assessments, air quality analyses, and emission inventories), litigation support and compliance advisory services to numerous customers in the government sector (DoD, Public Universities, Research Institutes) and in the commercial sector (railroads, manufacturing, petrochemical, aerospace) in states such as California, Kansas and Texas.

### Project Specific Experience

**Project Manager, LRDP HRA, Riverside, University of California, 2005, 60K:** Dr. Rangaraj recently completed a health risk assessment (HRA) of emissions from current stationary and mobile sources and sources associated with growth projected in their long range development plan (LRDP). The project evaluated the health risks in the context of background toxic air contaminant levels as reported in MATES II and used the current HRA guidelines established by the Office of Environmental Health Hazard Assessment. The HRA was used to support an EIR. The UCR HRA was accepted by the local agencies with minimal comments and the EIR was certified by the UC Regents.

**Task Leader, Track Expansion EIS, Confidential Client, 2005-Present, Confidential:** Dr. Rangaraj is currently leading two tasks for a confidential client to prepare air quality analysis (AQA) and HRA technical documents to support this EIS. He is evaluating regional transportation strategies and planning approaches to ensure that the analyses are consistent with those approaches. The analyses will document the impacts of multiple project alternatives and emission scenarios that address traffic handled by trucks on local freeways versus traffic handled by trains on a specific segment of track with expanded capacity.

**Project Manager, OB/OD HRA & Burn Plan, Ridgecrest, NAWS China Lake, 1995-Present, >\$500K:** Dr. Rangaraj prepared a Burn Plan in support of an Open Burn / Open Detonation (OB/OD) facility. The

Plan was prepared in response to requirements of the Great Basin Unified Air Pollution Control District (GBUAPCD). The Plan included a health risk assessment of toxic air contaminants and an air quality impact analysis for criteria pollutants. Other agencies involved included the California Air Resources Board (CARB) and the Department of Toxic Substances Control (DTSC). The agencies approved the Plan and permitted continued operation of the facility. This work is now being updated to address new DTSC requirements and also includes new emission factors that were developed specifically for this operation.

**Technical Lead, USS Stennis Homeporting Air Quality Support, San Diego, Department of the Navy, 1998, \$50K:** Dr. Rangaraj provided litigation support to the U.S. Navy for the USS Stennis Homeporting Project. This high-profile project required evaluation of emissions and dispersion modeling analyses conducted by the San Diego County Air Pollution Control District (SDCAPCD) and preparation of responses to legal briefs prepared by a local environmental group. Extensive work with legal counsel was required. The litigation support resulted in the case being thrown out of court and the subsequent successful homeporting of the aircraft carrier in San Diego Bay.

**Technical Advisor, Marine Corps Realignment Conformity Analysis, San Diego, HQ Marine Corps, 1996-2000:** Dr. Rangaraj helped to initiate and then served as technical advisor for a multi-year General Conformity Analysis and Determination project for MCAS Miramar and MCAS Camp Pendleton. This mission critical project was performed in response to a settlement agreement with an advocacy group following litigation. The project required a detailed understanding of the requirements of the settlement agreement, the applicable regulatory requirements and a thorough review of the quality of the raw data used to conduct the analysis. The project resulted in a detailed inventory of, and emission estimates for, a wide range of combustion sources including aircraft engines and ground support equipment. His efforts set the stage for the recent successful completion of this project.

**Project Manager, NESHAP Impact and Cost of Compliance, Edwards Air Force Base, 2005, \$70K:** Dr. Rangaraj completed a project for Edwards AFB to estimate the applicability of many federal, state and local (Kern County APCD and Mojave Desert AQMD) regulations, the associated requirements and the cost of compliance with these regulations. This information was used to program future year funding.

**Project Manager, Air Quality Computer-based Training, Edwards Air Force Base, 1999, \$80K:** Dr. Rangaraj managed a project where a computer-based training solution was developed in response to a need for a cost-effective approach to train base staff on air quality compliance requirements and to track the completion of required training and testing.



A P P L I E D  
D E V E L O P M E N T  
E C O N O M I C S

**DOUGLAS H. SVENSSON, AICP**  
**President**

**SUMMARY OF PROFESSIONAL QUALIFICATIONS**

Douglas H. Svensson is a planner and economist with twenty years of field and academic experience in the areas of economic development, community redevelopment, housing and regional growth analysis. Mr. Svensson has worked in both state and local government and in the non-profit sector, in addition to his extensive consulting experience. He has conducted numerous fiscal impact studies and market research analyses for private development projects. Mr. Svensson has also prepared major regional growth projections and planning studies for public agencies. While employed with the State of California, Mr. Svensson researched small business development, downtown revitalization, and assisted in developing programs to mitigate the impact of major plant closures.

**REPRESENTATIVE EXPERIENCE**

**Market Research and Financial Analysis**

Tulare Retail Analysis  
Rancho San Juan Market Analysis  
Soledad Los Coches Shopping Center Analysis  
Gonzales Downtown Improvement Plan  
Gonzales Industrial Park  
Gonzales Hotel and Winery Visitor Center Feasibility Center  
Los Banos Downtown Improvement Plan  
Plymouth Downtown Revitalization Strategy  
Amador County Business Attraction and Expansion Study  
Oakley Light Industrial Feasibility Study  
Economic Opportunities Study, Arroyo Grande  
Business Retention and Expansion Study, Morro Bay  
Industrial Corridor Feasibility Study, Fowler  
Industrial Park Feasibility Study, San Joaquin  
I-5 Business Development Corridor Target Industry Study  
Business Attraction and Expansion Strategy, Calaveras County  
Conference Center Feasibility, Clovis  
Marin Town and Country Club, Fairfax  
Commercial Market Report, Corcoran  
Retail Market Analysis, Hanford  
Georgetown Airport Industrial Site Feasibility, El Dorado County  
Ravenswood Industrial Market Analysis, East Palo Alto  
Delta Landing Market Demand Study, Antioch  
Mace Ranch Market Demand Study, Davis  
BRIDGE Corporation Commercial Market Study, Richmond  
Technology Center Financial Feasibility Analysis, Loma Linda



Natoma Station Mixed Use Financial Feasibility Analysis, Folsom  
Wine Industry Input-Output Analysis, Napa County

### **Fiscal Impact Analysis and Public Financing**

Rancho San Juan Public Financing Plan  
Menlo Park Fiscal Impact Model  
Laguna Vista Project – Sebastopol  
Union City General Plan Fiscal Analysis  
Brentwood Northwest and Northeast Annexations  
Half Moon Bay General Plan Update Fiscal Analysis  
Sand Creek Specific Plan, Brentwood  
General Plan Fiscal Analysis and Economic Development Strategy, Imperial Beach  
Shadow Ridge Unit 4, Vallejo  
Columbus Parkway Condominiums, Vallejo  
Castlegate Project, Orinda  
University of California Long Range Development Plans, Fiscal Analyses, Berkeley and Santa Cruz  
North Bayshore Economic Analysis, Mountain View  
Brentwood Redevelopment Economic Analysis, Brentwood  
Vacaville Redevelopment Economic Analysis, Vacaville  
Tourism Sector Fiscal Analysis, Morro Bay  
Muni J-Line Cost Benefit Analysis, San Francisco  
I-280 Transfer Concept Program Economic Analysis, San Francisco  
Northwest Community Fiscal Analysis and Benefit Assessment, Oxnard  
Public Facilities Program Fiscal Analysis, Brentwood  
Annexation Fiscal Studies, Brentwood  
Gumpert Ranch Fiscal Analysis, Contra Costa County  
Shenandoah Mixed Use Project, City of Plymouth

### **Policy Planning**

General Plan Update Monterey  
General Plan Update Salinas  
General Plan Update Fresno County  
General Plan Update Inyo County  
General Plan Update Dinuba  
General Plan Update Delano  
General Plan Update Livingston  
General Plan Update Union City  
General Plan Update Implementation Studies, City of Santa Barbara  
Growth Management System Evaluation, Santa Cruz County  
Master Water Plan, City of Santa Barbara  
Master Water Plan, Santa Cruz County  
Circulation Element, City of Santa Barbara

### **EDUCATION**

1977 Bachelor of Arts with High Honors, Political Science, Environmental Studies  
University of California, Santa Barbara  
1981 Master of City Planning, Emphasis in Housing and Community  
Development, University of California, Berkeley, Thesis Topic: Business  
Development in Downtown Richmond

## George J. Strnad, A.S.L.A., A.I.A.

*Parks/Recreation*

### Areas of Expertise

- Ecosystem Restoration and Planning
- Plant Surveys, Wetland Delineation, Biological Studies
- Ecological Landscape Design
- Environmental Analysis
- Project Management, Construction Administration and Monitoring

### Years of Experience

With URS: 5 Years

With Other Firms: 18 Years

### Education

Post-Graduate Studies in Ecological Landscape Design/1998/UCB, Berkeley

MS/Regional Planning and Landscape Architecture, Summa Cum Laude/1985/Czech Technical University, Praha

BA/Architecture/1983/Czech Technical University, Praha

### Registration/Certification

1997/Landscape Architect/CA/#LA4296/Exp. 02/28/2006

1989/Architect/CA/#C21724/Exp. 02/28/2006

2002/HAZWOPER/Certified

2001/Wetland Delineation Certified

### Overview

Mr. Strnad is a registered Landscape Architect, Ecological Restoration and Design Specialist, Planner, and Architect with over 20 years of experience in environmental design and project management. His projects have included master plans, landscape plans, ecosystem restoration plans, mitigation plans, construction document preparation and environmental compliance documentation for many West Coast clients. He has extensive knowledge of native flora and ecology of the West Coast states. He is thoroughly familiar with the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), the Clean Water Act (CWA), the Endangered Species Act (ESA) state and local building and planning codes and other regulatory legislation. His expertise includes site analysis and evaluation.

### Project Specific Experience

**Project Manager, Willits Bypass Feasibility Study and Conceptual Mitigation Plan, Caltrans:** Mr. Strnad prepared a detailed mitigation feasibility analysis of approximately 100 properties in Little Lake Valley, which were slated for mitigation of the project impacts on natural resources in the area. After it was determined, based on this study that mitigation is feasible, a detailed mitigation plan was prepared. The plan included the description of, project impacts to, minimization of impacts to, and mitigation for impacts to each natural resource in the project area. As well as a detailed description of the mitigation implementation, establishment, monitoring and maintenance of the restored and recreated habitats.

**Project Landscape Architect, Ball Ranch Master Development Plan, San Joaquin River Conservancy:** Mr. Strnad was the lead natural resource planner responsible for the preparation of the conceptual master plan based on meetings with the Project Development Committee and the agencies (CDFG, USFWS, CDPR, CDGS) as well as several public meetings. The key issues for the client involved: determining a balance between habitat preservation areas and public recreational facilities for the site; satisfying its numerous stakeholders; and aligning the land uses at Ball Ranch with the preservation goals of the San Joaquin River Parkway.

**Project Landscape Architect, Damon Slough Habitat Restoration/San Francisco Bay Trail Extension Project, Port of Oakland, CA:** Landscape Architect for this habitat restoration/passive recreation project near the Damon Slough in Oakland. Project included the construction of a new section of the San Francisco Bay Trail, wetland, riparian and upland habitat restoration to enhance the site for shore bird use as well as a nature study area with interpretive signage, shore bird and wildlife observation points. Responsible for preparation of landscape work construction documentation and selection and placement of ecotypically appropriate native species. Balanced successfully native plant

restoration, aquatic bird habitat re-creation and passive recreation goals of this project.

**Project Landscape Architect, Ellwood-Devereux Coast Open Space and Habitat Management Plan, Goleta, CA:** Provided environmental planning expertise for this Open Space and Habitat Management Plan, which was a collaborative effort of three different clients: the City of Goleta, University of California, and the County of Santa Barbara. The project was a part of comprehensive land use planning approach for the Ellwood-Devereux coastal area that clusters proposed residential development inland, away from sensitive coastal natural resources. Specifically, the Open Space Plan will guide management practices for habitat preservation, passive recreation, public access, education, and research on approximately 650 acres of open space.

**Project Landscape Architect, Natural Landscape Restoration & Recreation Master Plan, Highway 24 - West Corridor, Alameda County Transportation Authority, Oakland, CA:** Prepared a schematic master plan (which later advanced into design development and construction plans) for habitat restoration and recreational enhancements of a 200-acre area along Highway 24, spanning from Rockridge to Caldecott tunnel. Master plan included the incorporation of an existing sports field, parking lot, restroom facilities, jogging trails and an interpretive educational trail. Responsible for entire project from its initial study concepts to construction document production.

**Project Landscape Architect, SF Bay Trail Extension, Hercules, CA:** Developed several studies for the SF Bay Trail along the shoreline of the City of Hercules. Developed schematic site layout plans and perspective views.

**Project Landscape Architect, Lost Lake Regional Park Schematic Study, San Joaquin River Parkway, Friant Road, Friant, CA:** Developed an overall schematic master plan, planting plan, site sections and detailed planting guidelines for the park's visitor areas, riparian and wetland areas and areas around a newly created lake. The 220-acre park is located along the San Joaquin River below Friant Dam and offers a 40-acre lake and a 70-acre nature-study area with hiking trails that include river, wildlife and bird watching vantage points. Recreational facilities include several sports fields and a playground.

**Project Landscape Architect, Frank Ogawa Sports Field and Park Educational Trail, Oakland, CA:** Designed native plant educational trail and prepared plans for a sculpture walk in this popular Oakland park.

**Project Landscape Architect, Dunsmuir Historic Estate Landscape Renovation Master Plan, Oakland, CA:** Developed a schematic master plan for the re-incorporation of the 50-acre historical landmark estate into the surrounding native landscape while enhancing its existing recreation, educational, historical, cultural, and horticultural qualities.

## Jeff Herrin

Hydrology

### Overview

Mr. Herrin is a Senior Engineer and manages the Water Resources Division for the Sacramento Office. His primary areas of expertise are wastewater treatment technology, storm water management, and soil and groundwater remediation. He also has completed the 40-hour Hazardous Materials Incident Response Training course and 8-hour Supervisory course.

### Areas of Expertise

- Wastewater Engineering
- Storm Water Engineering and Compliance
- Remediation
- Regulatory Support

### Years of Experience

With URS: 16 Years  
With Other Firms: 3 Years

### Education

MS/Chemical Engineering/1987/  
University of Cincinnati, Ohio  
BS/Applied Science/1983/Miami  
University, Oxford, Ohio

### Project Specific Experience

#### **Lead Consultant, Caltrans Storm Water Management Plan (SWMP):**

Lead Consultant responsible for the development of the California Department of Transportation (Caltrans) SWMP. Worked closely with personnel from Caltrans Districts and Programs to identify appropriate best management practices (BMPs) for design pollution prevention, treatment, construction, and maintenance practices. The Storm Water Management Plan also defines training requirements, outlines a public outreach program, describes the statewide research and monitoring program, establishes internal audit procedures, and defines reporting requirements. Mr. Herrin coordinated the April 2002 and May 2003 updates to the SWMP.

**Manager, Design Evaluation for Apalachee Way Erosion Control, El Dorado County, CA:** Mr. Herrin managed the evaluation of the hydraulic performance of the County's storm water treatment system design, evaluated the effectiveness of treatment, and performed calculations to size the sand filtration system. URS provided comments on the County's plans for the detention basin and sediment vault to improve the function and effectiveness and reduce the maintenance of the treatment systems. Mr. Herrin provided a hydraulic analysis for each treatment system component and he developed the design and sizing criteria for the sand filtration system. A design generally similar to the Austin sand filter was proposed.

**Project Manager, Tracy Defense Depot Storm Pond Ecological Evaluation, Tracy, CA:** Project Manager responsible for evaluating the ecological impacts from pesticides accumulating in a 4-acre storm water detention pond at the Tracy Defense Depot. A monitoring plan was developed for the evaluation and fish, invertebrate, surface water, and sediment samples collected from the pond for chemical analysis. Site-specific bioaccumulation factors were developed to support a risk management decision rather than site remediation. Managed the Baseline Ecological Risk Assessment that supported the decision.

**Task Order Manager, Public Outreach for San Luis Drainage Feature Re-evaluation, Bureau of Reclamation, Mid-Pacific Region, Sacramento, CA:** Mr. Herrin managed the task order and coordinated with CirclePoint to assist Reclamation in the outreach program associated

with providing agricultural drainage. Alternatives were developed for the management of agricultural drainage from the Central Valley. The outreach program supported both the *Plan Formulation Report (December 2002)*, and an EIS (NEPA compliance).

**California Department of Water Resources Awareness Floodplain Mapping, California Department of Water Resources:** Presented awareness mapping program to ten counties in northern California. A GIS-based tool to rank watersheds in terms of impact from future development was presented to the communities. The presentations encouraged local government to provide their input and identify local planning efforts to help prioritize DWR's mapping efforts.

**Wastewater Treatment Plant Evaluation, NAS Lemoore, CA:**

Directed the evaluation of a 0.1 MGD wastewater treatment system, an administrative pump station, and evaporation ponds receiving a mixture of treated industrial and domestic wastewater. This evaluation included an evaluation of wastewater discharge requirements and the wastewater treatment process. A video survey of an underdrain system around the evaporation ponds was performed to evaluate potential impacts to nearby crops. Mr. Herrin also provided a two-day training course in jar testing procedures to WWTP operators.

**Rhone-Poulenc Wastewater Evaluation:** Evaluated a 1.5 MGD wastewater treatment plant treating wastewater from the production of organic chemicals and food grade vanillin. The evaluation focused on past effluent discharge violations, wastewater treatment operations, and mechanical problems. Modified operating procedures and additional control instrumentation were recommended to address the problems identified.

**Project Manager, Sacramento County Franklin Field Burn Pit, Sacramento, CA:** Mr. Herrin was the Project Manager responsible for coordinating the remedial design and environmental compliance support to construct a cover for the former burn pit. Environmental and permitting support included wetlands delineation, development of mitigation measures to protect wetlands and vernal pools, a cultural resources survey, preparation of a 404 permit application for the Sacramento District of the Corps of Engineers, and preparation of a 401 water quality certification application from the Central Valley Regional Water Quality Control Board. Key project design aspects included identification of haul routes, temporary bridges to protect seasonal wetlands, and the identification of adjacent uplands areas to be used for fill material.

## Loren Murray, P.E.

Hydrology

### Areas of Expertise

- Hydrology and Hydraulics (H&H) for Both Riverine and Tidally Influenced Environments
- Planning and Design-Level H&H Expertise
- Storm Drainage, Pumping Stations, and Major Flood Control Systems
- Stormwater Quality Analyses
- Facilities/Infrastructure Civil Design

### Years of Experience

With URS: 4 Years  
With Other Firms: 20 Years

### Education

BS/Geological Civil Engineering/  
1981/University of California,  
Davis, CA

### Registration/Certification

1987/Professional Civil Engineer/  
CA/#42663/Exp. 03/31/2006

### Overview

Mr. Murray has 24 years of civil design, planning, and coordination experience on major water resources projects with extensive background in flood control, riverine habitat restoration, design, and implementation. Mr. Murray's experience includes exceptional expertise in hydrology and hydraulics, agency coordination, computer modeling, and environmental mitigation strategy development. He will serve as a hydrology and hydraulics Task Order Manager. Mr. Murray possesses excellent public presentation and group communication skills with the ability to relate successfully with a multidisciplinary audience. Employment history includes project management and advanced water resources design engineering in the private sector. Public sector experience includes professional engineering in the federal government with the Sacramento District U.S. Army Corps of Engineers, and the Hydrologic Engineering Center in Davis, California.

### Project Specific Experience

**City of Sacramento Drainage Master Plans for Basins 37, 43, and 158, Sacramento, CA:** Mr. Murray developed solutions to eliminate significant flooding to major urban drainage basins within the City of Sacramento. Tasks included data collection, preparing and running the Sacramento Storm Water Management (SSWMM94) program (model debugging and analysis). He developed optimized water quality enhancement alternatives. He prioritized the improvements, and formulated a multi-year capital improvement program showing long-term fiscal requirements to implement solutions. He also provided project oversight and quality control for two other city drainage basins being analyzed by City of Sacramento Utilities Department staff.

**Master Drainage Plan for the Community of Middletown, Lake County, CA:** Mr. Murray managed the analysis of existing drainage conditions and developed a community improvement plan to provide storm drainage management to Lake County Flood Control and Water Conservation District. The project included the determination of community-wide stormwater runoff and accumulation, the development of infrastructure necessary to alleviate flooding, prioritization of development of infrastructure to maximize protection-versus-capital cost, and a capital improvement program to direct the County to fund the project improvements over a 5-, 7- and 10-year schedule.

**Fairfield-Suisun Urban Runoff Management Program, Fairfield, CA:** Mr. Murray implemented a "Stormwater Management Program" providing technical and management assistance to Fairfield-Suisun Sewer District with their urban runoff program including NPDES program execution, education and training, inspection and enforcement. He co-authored the District's design manual, "Guidance for Design of Detention Basins for Water Quality Improvement," distributed to local

commercial, industrial and residential developers for use in all local development projects.

**Guadalupe Bypass Hydraulic Analyses and Design, San Jose, CA:**

Mr. Murray managed the development of flood control alternatives, including two bypass alternatives to reduce flood risk during a design flood through San Jose. He performed steady- and unsteady-flow modeling to develop and evaluate several dynamic flow regime conditions under the suite of alternatives. He designed alternatives to meet capacity, freeboard, environmental and other flood control criteria and constraints.

**McKay's Point Offstream Storage Project, Lemon Cove, CA:**

Mr. Murray designed preliminary-level (30%) project levees, channels, automated inflatable rubber dams, radial gates, fish passage mechanisms, and water distribution piping to reclaim quarry site (seven basins) into a multi-purpose water supply/flood control/recreation project. Included the design of a replacement diversion facility across the Kaweah River, and option to operate entire facility from the remote irrigation district office several miles away.

**Carmichael Water District, Carmichael, CA:** Mr. Murray performed preliminary scour analyses for the intake facilities to the Bajamont Water Treatment facility. He evaluated aggradation and degradation potential of the American River to the three Ranney-type collectors and associated main intake transmission pipeline between the collectors and the treatment plant, and determined appropriate placement of future infrastructure relative to scour/sedimentation potential. He also designed, assisted in contracting and provided construction support on re-establishing functionality of three existing Ranney collectors on the American River which were damaged by high flood flows in the American River.

**Elisa Way Pump Station, Roseville, CA:** Project Manager and civil designer responsible for analyzing the drainage watershed, sizing of pump station, and development of plans, specifications, cost estimate, and contract bid package. His responsibilities included site design, electrical and instrumentation, pump specs, and pre-screening of the "jack & bore" pipeline installation contractor.

## **Douglas Smith, P.E.**

*Transportation Planning*

### **Areas of Expertise**

- Traffic Engineering and Design
- HOV/HOT Design
- Corridor Studies
- Traffic Studies and Transportation Planning
- Intelligent Transportation Systems Planning, Design and Deployment
- Traffic Signal Programs and Improvements
- Construction Staging and Traffic Control Plans
- Design-Build/Turn Key Projects

### **Years of Experience**

With URS: 10 Years

With Other Firms: 15 Years

### **Education**

BS/1981/Civil & Environmental Engineering/ University of Rhode Island

Traffic Engineering Short Course/ Georgia Institute of Technology

### **Registration/Certification**

1988/Professional Engineer/CA/ #C43549/Exp. 6/30/2006

1989/Registered Traffic Engineer/CA/#TR001526/ Exp. 6/30/2006

1999/Professional Traffic Operations Engineer (PTOE), ITE Certified

### **Overview**

Mr. Smith has over 24 years of broad experience in the management of transportation and traffic engineering projects. He has managed an office of between 12 and 24 staff and currently supervises 15 employees within a traffic group of the transportation division. His project experience includes numerous highway designs and 3R improvement projects, ITS applications and traffic operations improvements, traffic impact analysis, parking analysis and design of over 200 traffic signals and systems, and the preparation of site plans and parking layouts for residential and commercial developments. He has also participated in the preparation of several conceptual design reports for highway projects.

Mr. Smith has a broad range of management and business development experience and has been successful as a senior practice builder for over 15 years. As a Vice President of URS he has been responsible for the development of business, planning and managing a business plan and management and development of technical and administrative staff. Mr. Smith has been successful under three different administrations while working at BRW/Dames & Moore/URS.

### **Project Specific Experience**

**Project Manager, San Joaquin Valley ITS Strategic Plan, Counties of San Joaquin, Stanislaus, Merced, Madera, Fresno, Tulare, Kings and Kern, CA:** Mr. Smith was the project manager for a comprehensive ITS Strategic Plan for the San Joaquin Valley. He has also been actively involved in preparing strategic plans and incident management plans for the Oklahoma City Area, Fresno County and LA/Ventura Strategic Plan.

**Project Manager, Focused Urban Area ITS Strategic Plans, Metropolitan Areas of San Joaquin, Stanislaus, Merced, and Tulare Counties, CA:** Mr. Smith was the project manager for a comprehensive focused urban area ITS Strategic Plan for four urbanized areas of the San Joaquin Valley. Project Manager, Santa Clarita ITMS/TSI PS&E Project, Santa Clarita, CA. Project Manager for the Communications Master Plan, TOS and electrical design elements of the ITMS for the City through a grant funded through MTA. Included the preparation of Communications layout and schematic plans, CCTV/Traffic Signal modification plans and TOC upgrades for several arterial corridors with a construction cost of \$3.2 million.

**Project Manager, I-15/I-215 Corridor Traffic Study, City of Temecula and Murrieta, Temecula/Murrieta, CA:** This project involved the development of traffic analysis for future build out conditions in the freeway corridor. The project developed the future analysis and identified mitigation scenarios for deficient roadways and intersections including new facilities that were ultimately included in the general plan.



**Task Manager, I-405 Corridor MIS, Orange, CA:** Oversight of URS' planning and engineering tasks for the I-405 corridor study. Tasks include the preparation of concept drawings and traffic analysis for fourteen improvement alternatives based on 2030 traffic forecast results. On Going.

**Project Manager, Central County Corridor Study, Orange County, CA:** Managing the completion of Phase I of an MIS for the central Orange County corridor study area that includes consideration of a major freeway extension along the Santa Ana River. The project includes preparation of a Purpose and Need Statement and feasibility of a wide range of alternatives for future consideration. Completion in 1/05.

**Lead Traffic Engineer, SR 134/I-5 Congestion Management Study, Burbank, Glendale, and Los Angeles, CA:** Prepared the traffic analysis and TSM Implementation Plan for arterial and interchange improvements at the confluence of this regionally significant interchange to improve congestion and reduce neighborhood intrusion on City streets Completed 2002.

**Lead Traffic Engineer, Mid County Project Study Report (PSR), Stanislaus County, CA:** Currently preparing the traffic analysis for a proposed county expressway along the Faith Home Corridor from Beard Industrial park to the SR-99 including recommendations on interchange improvements and intersections under build conditions. Completed 4/04.

**Lead Traffic Engineer, Metropolitan Bakersfield Systems Study, Bakersfield, CA:** Directed all traffic analysis for 20 transportation alternatives in the metro area. Developed the traffic analysis criteria to assist in the selection of the best set of projects to address area transportation needs. Completed 12/03.

**Lead Traffic Engineer, Westside Parkway EIS, Bakersfield, CA:** Directing all traffic analysis for the 2030 No Build and Build alternatives for a proposed City owned expressway on the Westside of the City of Bakersfield. This facility follows the alignment of the formally proposed Kern River Freeway with design modifications for a local facility. On Going.

**Lead Traffic Engineer, I-5 from Sorrento Valley Road to Genessee Avenue PSR, San Diego, CA:** Directing all traffic analysis for the 2030 No Build and Build alternatives for proposed City owned and freeway improvements along this heavily congested corridor. This project will develop improvements that include freeway upgrades, braided ramps, interchange and intersection improvements and roundabouts in key locations. A PDS and Full PSR will be developed for this project. Completed 6/04.

## Carolyn Knight

GIS

### Areas of Expertise

- GIS
- Environmental Modeling
- Digital Mapping

### Years of Experience

With URS: 3 Years

With Other Firms: 9 Years

### Education

BA/Anthropology and  
Italian/1993/University of Oregon,  
Eugene

### Overview

Ms. Knight has 12 years of experience in computer mapping and graphics production, including the use of GIS for environmental analysis and characterization. She specializes in using various computer programs to incorporate GIS with database applications and provide useful management information for the analysis of environmental resources, sensitive areas, and scientific information. She uses environmental modeling to develop detailed information on impacts for planning purposes; she has produced graphics and maps from surveying and digital data to illustrate project areas and proposed areas of impact and to develop environmental models.

### Project Specific Experience

**Newmark Groundwater Contamination Superfund Site (RI-RA), Newmark, CA:** Ms. Knight has provided electronic well location and historical sampling event data for this EPA-funded project. She has mapped potential contaminant source areas relative to well locations and provided spatial reference for groundwater flow direction.

**Solano Wind Project, Rio Vista, CA:** Ms. Knight has used a variety of data to supply valuable spatial information relative to environmental features and sensitive areas. She has created digital data for the analysis of rights of way, property ownership, and easement requirements. She maintains consistent mapping projections and provides maps for field surveys, analyses, and reports. She has worked with project field surveyors regarding wind turbine generator placement and processed field GPS data to map sensitive avian habitat and occurrences.

**California PUC Hydrodivestiture Project, Shasta, DeSable, Kings, Crane, and Helm Watersheds, CA:** Ms. Knight provided GIS analysis for the project. She gathered data sets to create a probability model depicting possible future land use and development.

### **EIS/EIR, Battle Creek, Shasta/Tehama County Border, CA:**

Ms. Knight completed multiple graphics for an EIS/EIR that was a collaborative effort between multiple agencies. She managed GIS services and data files and analyzed impacts for the project, which included nine unique construction areas. The analyses covered habitat areas and waters of the U.S. She calculated acreages and provided graphical representations of sensitive areas.

**Pipeline Project, Forbestown, CA:** Ms. Knight extracted census data to assist with a grant application submittal. She analyzed population demographics and assisted in developing service-area weighted averages to compare with grant application qualifying criteria. She generated graphics to aid in demonstrating appropriate study areas and



accompanying information. She also managed GIS services and data files for future project needs.

**Salmon Restoration Initiative Cultural Resource Probability Modeling, Oregon Department of Transportation:** Ms. Knight gathered digital environmental data and cultural resource data to model the probability of encountering cultural resources along State of Oregon highways. She identified potentially high impact areas to prevent maintenance crews from destroying cultural resources. She also presented modeling techniques and results to the client and the public. She conducted training sessions for the continued use of GIS as a modeling tool.

**California State Historic Preservation Office Pilot Cultural Resource Database and Web Site:** Ms. Knight modified data from various state agencies, including the U.S. Forest Service and State Historic Preservation Office, for integration into one database for use statewide through GIS and the Web. This database and Web site will provide an updated, electronic, accessible method for cultural resource specialists to research existing data and enter new information.

**Biological Assessment for Non-Long-Term Contractors, Fresno, CA:** Ms. Knight developed multiple graphics using ArcView 8.2 for a Biological Assessment report. She created complex graphic legends for very detailed and extensive information. She provided information to authors regarding acreages of specific land-use areas and sensitive species and habitats that were separated by each Non-Long-Term Contractor within the Central Valley Project area.

## **Albert V. Warot**

**Vice President**

### **Education**

1970, B.S. Geography,  
Northern Arizona University

### **Affiliations**

American Planning  
Association

City Advisory Committee,  
Los Angeles Urban County  
CDBG Program, Chairman

National Association of  
Housing and Redevelopment  
Officials

### **34 Years Experience**

As Vice President for Willdan, **Mr. Albert V. Warot** is responsible for managing the firm's planning operations. Mr. Warot possesses more than 34 years of professional planning experience in the public and private sectors. His experience spans all aspects of planning including advance and current planning, environmental review, and housing and community development. Since joining Willdan he has served several cities in management capacities that include the following:

- Community Development Block Grant (CDBG) Program Coordinator/Manager for the Cities of Cudahy, Bell Gardens, La Puente, Rosemead, and San Gabriel;
- Acting Community Development Director for the City of South El Monte;
- Planning Director for the City of Calimesa;
- Special Planning Advisor for the City of Westlake Village; and
- Planning Advisor for the Cities of Hawaiian Gardens, La Habra Heights, Lynwood, and West Hollywood.

Mr. Warot has prepared applications for and subsequently administered numerous state and federal grants related to planning and community development (e.g., CDBG, Section 108, Historic Preservation, etc.). He possesses an in-depth working knowledge of the redevelopment process, and has designed and administered programs dealing with residential and commercial property rehabilitation, and the development of low- and moderate-income housing. He has also managed the updating of numerous General Plan Housing Elements certified by the State Department of Housing and Community Development.

In the area of development review, Mr. Warot has prepared environmental documents for large-scale projects and has processed major development proposals including the following:

- a 428-unit residential development on the hillsides adjoining the Las Virgines Reservoir in Westlake Village;
- development of 131 acres lying near the Lindero Canyon Road interchange on the Ventura (101) Freeway in Southern California with a mixture of business park, general commercial, hotel, and high-density residential uses;
- the Torrance Municipal Airport Master Plan;
- the Gateway Plaza mixed use project in Garden Grove, California;
- major redevelopment projects in the Cities of Lynwood, Oxnard, Torrance, and Pasadena, California;
- a proposed 22,000 acre annexation to the City of Tehachapi, California; and
- the Marlex Oil Refinery expansion in Long Beach, California.

Prior to joining the Willdan team, Mr. Warot was the Manager of Environmental Planning for a Long Beach consulting firm. He has also worked as an Assistant and Associate Planner for the City of Torrance and as a Planning Aide for the City of Merced.